



UNITED STATES MARINE CORPS  
FORCE HEADQUARTERS GROUP  
MARINE FORCES RESERVE  
2000 OPELOUSAS AVENUE  
NEW ORLEANS LA 70114-1500

IN REPLY REFER TO:  
5830  
IO  
27 Jan 2020

From: (b)(6) 8041 USMCR  
To: Commanding Officer, Headquarters Battalion  
Subj: COMMAND INVESTIGATION INTO THE EQUAL OPPORTUNITY COMPLAINT  
SUBMITTED BY (b)(6) '0102 USMC.  
Ref: (a) JAGINST 5800.7F (JAGMAN)  
(b) BNO 1650.2  
(c) MCO 5354.1E  
Encl: (1) Appointment letter  
(2) Master Brief Sheet  
(3) (b)(6) award  
(4) History and Comments from Award Processing System  
(5) Summary of Notes (Colonel Price)  
(6) Summary of Notes  
(7) Summary of Notes (b)(6)  
(8) Summary of Notes  
(9) (b)(6) Award  
(10) (b)(6) Award  
(11) Summary of Notes  
(12) Summary of Notes  
(13) Summary of Notes  
(14) Summary of Notes  
(15) Summary of Notes (b)(6)  
(16) Summary of Notes  
(17) Summary of Notes  
(18) Summary of Notes  
(19) Summary of Notes

PRELIMINARY STATEMENT

1. In accordance with reference (a) and enclosure (1), I was appointed to this command investigation to inquire into the facts and circumstances surrounding the Equal Opportunity complaint made by (b)(6) '0102 USMCR. All reasonably available evidence was collected and all directives given by the Convening Authority (CA) have been met:

2. On 25 November 2019, an extension of 30 days was requested and granted by the convening authority. On 7 January 2020 a second extension was verbally approved by the convening authority.

3. Personnel contacted for findings of fact and opinions in the subject investigation are as follows:

(b)(6) Colonel Jonathon Price 1163629182/8041 USMCR; (b)(6)

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(b)(6) /0111 USMC; (b)(6)  
(b)(6) '0111 USMC; (b)(6)  
(b)(6) /0111 USMC; (b)(6) '4821 USMC; (b)(6) 'YN USN;  
(b)(6) '0102 USMCR; (b)(6)  
(b)(6) '0170 USMCR; (b)(6) '0102 USMC;  
(b)(6) and (b)(6) The personnel listed were  
provided by (b)(6) to corroborate certain points her complaint.  
In addition to the people that were interviewed, the following  
documents were reviewed to confirm statements and contributing factors  
to allegations made by the complainant: the history and comments of  
(b)(6) award from iAPS; (b)(6) Master Brief Sheet;  
(b)(6) award as the G-1 at Marine Forces Reserve  
(MARFORRES); (b)(6) award as the Force Adjutant; (b)(6)  
(b)(6) '0102 USMC award as the Force  
Adjutant from May 2015 to May 2016; and (b)(6)  
(b)(6) '0102 USMC award as the Force Adjutant from August 2013 to  
June 2015.

#### FINDINGS OF FACT

1. On 13 August 2019, (b)(6) submitted an IG Complaint via the  
MFR IG helpline. (Encl 1)
2. On 13 August 2019, the complaint was forwarded to the MFR EOA,  
(b)(6) '4821 USMC for proper  
adjudication. (Encl 1)
3. (b)(6) alleged unfair treatment and judgement based on race.  
(Encl 1)
4. The structure in the MARFORRES G-1 section pertinent to this  
investigation was comprised of (b)(6) AC/S - G-1; (b)(6)  
Deputy G-1; (b)(6) G-1 Chief; (b)(6)  
(b)(6), Manpower Officer; (b)(6)  
Manpower Chief; (b)(6) Force Adjutant; (b)(6)  
(b)(6) Force Adjutant Chief; (b)(6) Force  
Career Planner; and (b)(6) Integrated  
Personnel Administration Center (IPAC) Director. (Encl 1)
5. Colonel Price was (b)(6) Reporting Senior for twenty three  
months (20170706 to 20190603). (Encl 2)

#### (b)(6) Complaint Regarding Personal Award

6. In her complaint, (b)(6) alleges racial and gender  
discrimination by G-1 leadership. The fact that she is an (b)(6)  
(b)(6) impacted the decision to recommend awarding her a Navy  
and Marine Corps Commendation Medal instead of a Meritorious Service  
Medal based upon her time and effort as the MARFORRES Force Adjutant.  
(Encl 1)

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7. On 13 June 2019, (b)(6) submitted (b)(6) for a Navy Commendation medal into the award processing system. (Encl 6)

8. (b)(6) did not believe that (b)(6) performance throughout her tenure was commensurate with anything higher than a Navy Commendation medal. (Encl 6)

9. (b)(6) did not recommend (b)(6) for an award because he felt that her performance was not exceptionally meritorious in nature. He stated that "she was not innovative and could not think outside the box." (Encl 5)

10. Between 18 June 2019 and 8 July 2019, (b)(6) award was boarded through the awards processing system where a majority of board members voted for a Navy Commendation Medal. (Encl 4)

11. On 8 July 2019, (b)(6) Navy Commendation medal was approved for her performance as the Force Adjutant for a total of forty one months in the billet (from 20160501 to 20190708). (Encl 3)

12. (b)(6) felt insulted by receiving a Navy Commendation medal for the amount of work she did in forty one months as the Force Adjutant. (Encl 19)

13. The two force adjutants prior to (b)(6) received an award. (b)(6) received a Navy Achievement Medal (Navy Commendation medal downgraded to a NAM) covering the period between September 2013 to June 2015. (b)(6) submitted this award as the AC/S G-1 on 15 October 2015. (b)(6) received a Meritorious Service Medal for her time as the Force Adjutant from June 2015 to May 2016 (and her time as Force Headquarters Group FHG G-1). This award was submitted by FHG G-1 on 23 May 2018. (Encls 7, 8, 9, and 10)

14. (b)(6) did not recommend an award to the G-1 Manpower Officer, (b)(6), prior to his departure from MARFORRES, (b)(6) served at the same time as (b)(6) in the G-1 section. (Encl 5)

15. (b)(6) told (b)(6) that she has "pissed people off" when speaking to her about her award. (Encl 6)

(b)(6) Complaint Regarding Fitness Report

16. (b)(6) received two observed fitness reports from Colonel Price covering twenty-three months (20170706 to 20190603) at MARFORRES as the Force Adjutant. (Encl 2)

17. After her first fitness report, on or about 1 July 2018, Colonel Price told (b)(6) that she was in his bottom third and that she

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would not get promoted based off this report. (Encl 5)

18. (b)(6) never received written counseling for any disruptive behavior she initiated primarily because Colonel Price equates written counseling with a derogatory fitness report. (Encl 5)

19. Colonel Price thought (b)(6) was making progress in her performance but once she career designated (at the end of the first report) the improvement stopped. (Encl 5)

20. Colonel Price did not speak to her about her second fitness report prior to his departure from the command. (Encl 5)

21. Colonel Price did not write an adverse fitness report on (b)(6)  
(b)(6) (Encl 2)

Findings of Fact (FOF) regarding work environment in the G-1

22. FOF based off opinions of personnel interviewed in the G-1 section. There was a mixed attitude towards the work style and approachability of (b)(6) and Colonel Price. (Encl 5-15)

23. (b)(6) consistently observed (b)(6) display poor bearing; poor military appearance; and an unprofessional demeanor during certain meetings. This behavior was observed and corroborated by Colonel Price,  
(b)(6) (Encl 5-15)

24. (b)(6) received informal counseling from Colonel Price on her communication as a field grade officer. Colonel Price cited additional informal counseling sessions with (b)(6) No dates were provided because these counseling sessions were informal. (Encl 5)

25. (b)(6) attitude and communication style was a contributing factor to a tense work environment in the MARFORRES G-1 Section. This behavior was frequent and publicly noted by officers and enlisted in the G-1 section. (Encls 5, 7, 8, 11, 15 and 19)

26. (b)(6) acknowledged the way she talks to people is problematic in the work environment. (Encl 19)

27. (b)(6) stated that Colonel Price held a bias toward performers over non-performers. No standard for the bias was provided. This comment reflects (b)(6) opinion of Colonel Price's perspective over all personnel under his charge. (Encl 11)

28. (b)(6) stated that Colonel Price was such a perfectionist that he had very little tolerance for non-performers. No standard for tolerance was provided. This comment reflects (b)(6)



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(b)(6) opinion of Colonel Price's personality and leadership. (Encl 11)

29. (b)(6) comments that Colonel Price was a very driven individual and holds his subordinates to high standards. He has a high level of expectation from his staff. (Encl 11)

30. (b)(6) stated that (b)(6) tried to serve as the shock absorber for the staff and made several attempts to act as the buffer between the G-1 and the staff. (Encl 11)

31. (b)(6) noted that Colonel Price and (b)(6) displayed a degree of favoritism toward certain individuals over her, as the Senior Navy Enlisted, for up to approximately six months after her checked-in. She noted the reason for this was because she was new to the section. (Encl 12)

32. (b)(6) experienced tension with Colonel Price and (b)(6) (b)(6) when they would not acknowledge her for about six months making her feel like they were not approachable. Her junior sailors came to her in regard to the same thing. (b)(6) noted the reason for this was because her predecessor was still working in the section and they went directly to him bypassing her for immediate answers. (Encl 12)

33. (b)(6) stated that her professional relationship with both of them improved after a while and the tension was gone. (Encl 12)

34. (b)(6) perceived Colonel Price to prioritize mission accomplishment over the people (and their development) supporting the mission. He did not feel Colonel Price was approachable. (Encl 13)

35. (b)(6) did not personally experience any conflict or tension with Colonel Price or (b)(6) However, he did observe tension between (b)(6) and Colonel Price. (Encl 13)

36. (b)(6) perceived a lack of trust from Colonel Price as a result of a decision he made being countered by Colonel Price. Colonel Price countered (b)(6) decision on the basis of policy not race. (Encl 14)

37. (b)(6) observed certain language and behavior that appeared acceptable to G-1 leadership from (b)(6); however, similar behavior from (b)(6) was not acceptable. The difference between these two individuals was that (b)(6) language and behavior was a consistent critique of policy and process as a result of her tenure in the billet and the command. (b)(6) language and behavior was a consistent critique of Colonel Price's decisions and directions in front of junior Marines and fellow officers. (Encl

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14)

38. (b)(6) noted that Colonel Price could be known as a disruptive force in the G-1 section because he took the shop beyond certain boundaries under Lieutenant General Rex McMillian (USMCR-Retired). (Encl 15)

39. (b)(6) revealed that working with the G-1 leadership was generally a positive experience leaving a favorable impression. (Encl 15)

40. (b)(6) stated that both Colonel Price and (b)(6) are outstanding leaders that prioritize mission over personal interests. (Encl 16)

41. (b)(6) stated that the MARFORRES G-1 section was a typical "G-1 atmosphere;" and that Colonel Price made time to listen; ran a tight ship; often dealt directly with the officers. (Encl 7)

42. (b)(6) made favorable comments about Colonel Price and (b)(6) and highlighted that he personally did not experience any conflict or tension with either of them. (Encl 8)

43. (b)(6) noted that (b)(6) had an abrasive personality which contributed to the tension and communication issues she had with certain people. (Encl 8)

44. (b)(6) stated that (b)(6) was not customer service oriented. (Encl 8)

45. (b)(6) and (b)(6) had no engagement with Colonel Price or (b)(6) or the G-1 section as a whole. (Encls 17 and 18)

46. (b)(6) and (b)(6) worked more directly with the MARFORRES G-1 Section through (b)(6) specifically with concerns regarding the Postal Contract and funding for funeral honors. Both reflect positively on their engagement with (b)(6). (Encls 17 and 18)

47. Colonel Price established bi-weekly G-1 section breakfast sessions as an informal means to interact with the different sections under the MARFORRES G-1 and build relationships. This initiative began less than 2 months after Colonel Price assumed the role as the G-1 and was purposefully done to informally interact with the G-1 team outside of MARFORRES and not as a result of any personality conflicts. (Encls 5, 7, 12 and 15)

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OPINIONS

1. Allegations against Colonel Price and (b)(6) for unfair treatment and judgement based on race are unsubstantiated per ref (c). (FF# 29, 33, 35, 36, and 47)

2. The confluence of personalities and communications styles between Colonel Price, (b)(6), and (b)(6) were contributing factors to a tense working relationship that resulted in a complaint against G-1 leadership. For the purposes of this investigation a tense working relationship is characterized by the miscommunication and misrepresentation between the G-1 leadership and (b)(6) Colonel Price and (b)(6) leadership and communication style combined with (b)(6) assertive personality created tension and conflict in the work place. (FF# 8, 9, 12, 15, 22, 23, 25, 26, 31, 32, 35, 36, 37, and 38)

3. Colonel Price's leadership style (i.e. mission first) contributed to a tense work environment in the MARFORRES G-1 section. (FF# 14, 17, 19, 20, 24, 27, 28, 29, 31 and 32)

4. (b)(6) behavior and personality were contributing factors to a tense work environment. (FF# 12, 25, 26, 43, and 44)

5. Colonel Price and (b)(6) displayed bias and favoritism among Officers and enlisted; and Marines and Navy personnel in the G-1. (FF# 14, 15, 27, 28, 31, 32, 34 and 38)

6. Colonel Price and (b)(6) maintained a favorable impression within the G-1. (FF# 33, 35, 40, 41, 42, and 47)

7. (b)(6) played a supporting role to Colonel Price as the G-1 and was seen as a buffer between the G-1 and the staff. (FF# 22, 26, 30, 40, and 42)

8. Colonel Price and (b)(6) communication (or lack thereof) with (b)(6) about her performance and communication were perceived as hostile and/or discriminatory by (b)(6). (FF# 15, 20, 30, 31, and 32)

9. Colonel Price did not consider (b)(6) behavior as derogatory or commensurate with an adverse fitness report. (FF# 9, 11, 31, and 32)

10. Colonel Price established an informal open forum to interact and build relationships the MARFORRES G-1 section. (FF# 47)

12. In accordance with reference (B), (b)(6) received an award commensurate with her level of performance. (FF# 3, 4, 5, and 8)

13. Marine Officers serving as the MARFORRES Force Adjutant since

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2013 were recognized for their performance as the Force adjutant.  
(FF# 13)

RECOMMENDATION

1. I do not recommend any administrative or disciplinary action for Colonel Price or (b)(6). The investigation did not reveal evidence to substantiate Colonel Price or (b)(6) creating a hostile work environment or fostering an environment of unfair treatment and judgement within the G-1, in accordance with reference (c).

2. I recommend a force wide emphasis on formally counseling Marines at all ranks, noting that it does not necessarily have to be negative or derogatory in nature. More importantly, an emphasis on the significance of a mentorship program aiming toward the development of Marine officers and Staff non-commissioned officers. A common denominator associated with counseling, mentorship and development of people is communication. Unfortunately, the lack of effective communication and mentorship contributed to a negative perception of a senior officer by a junior officer culminating in a complaint. Though this complaint was unsubstantiated, the bias and favoritism revealed in this investigation contributed to perceptions of discrimination and hostility that could have been overcome with a more effective dialogue at the individual level.

(b)(6)



UNITED STATES MARINE CORPS  
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2000 OPELOUSAS AVENUE  
NEW ORLEANS LOUISIANA 70114-1500

5000-19  
CO  
18 Sep 19

From: Commanding Officer

To: (b)(6) /8041 USMCR

Subj: COMMAND INVESTIGATION INTO THE EQUAL OPPORTUNITY COMPLAINT  
SUBMITTED BY (b)(6) '0102 USMC

Ref: (a) JAGINST 5800.7F  
(b) MCO 5354.1E

1. Per reference (a), you are appointed to conduct a command investigation into the facts and circumstances surrounding the equal opportunity complaint made by (b)(6). Be sure to address the allegations brought forth in the complaint analysis dated 13 August 2019 and submitted to me on 16 September 2019. In accordance with reference (b), you are directed to consult with Marine Forces Reserve (MARFORRES) Staff Judge Advocate (b)(6) and the MARFORRES Equal Opportunity Advisor (b)(6) before proceeding with the investigation. Both named subjects have been notified of alleged prohibited activities and conduct.

2. Report your findings and recommendations in letter form to the Commanding Officer NLT 18 October 2019, unless an extension of time is granted. Review Chapter II of reference (a) in its entirety before beginning your investigation.

3. The point of contact for this matter is the Headquarters Battalion Legal Officer (b)(6) at (b)(6) or via email at (b)(6)

(b)(6)



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2000 OPELOUSAS AVENUE  
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5000-19  
CO  
25 Oct 19

From: Commanding Officer  
To: (b)(6) /8041 USMCR  
Subj: COMMAND INVESTIGATION INTO THE EQUAL OPPORTUNITY COMPLAINT  
SUBMITTED BY (b)(6) /0102 USMC  
Ref: (a) JAGINST 5800.7F  
(b) MCO 5354.1E

Encl: (2) Equal Opportunity Complaint Analysis dtd 13 August 2019

1. Per reference (a), you are appointed to conduct a command investigation into the facts and circumstances surrounding the equal opportunity complaint made by (b)(6). Be sure to address the allegations brought forth in the enclosure. In accordance with reference (b), you are directed to consult with the Marine Forces Reserve (MARFORRES) Staff Judge Advocate (b)(6) and MARFORRES Equal Opportunity Advisor (b)(6). Before submission of your investigation interview the complainant and all accused.
2. Report your findings and recommendations in letter form to the Commanding Officer NLT 24 November 2019, unless an extension of time is granted. Review Chapter II of reference (a) in its entirety before beginning your investigation.
3. The point of contact for this matter is the Headquarters Battalion Legal Officer (b)(6) at (b)(6) or via email at (b)(6).

ENCLOSURE 1



UNITED STATES MARINE CORPS  
MARINE FORCES RESERVE  
2000 OPELOUSAS AVE  
NEW ORLEANS LA 70114

IN REPLY REFER TO:

5354

EOA

13 Aug 19

From: (b)(6) Equal Opportunity Advisor  
To: Commanding Officer, Headquarters Battalion, Marine Forces Reserve

Subj: COMPLAINT ANALYSIS C/O (b)(6)

Ref: (a) MCO 5354.1E

Encl: (1) (b)(6) Complaint

1. Per reference (a) the Military Equal Opportunity Office has reviewed the allegations contained in enclosure (1). Based upon our review, the allegations meet the prima facie requirements for acceptance and processing under reference (a). The following allegations are forwarded for appropriate action:

a. Did Colonel Jonathan Price, create a hostile work environment by fostering an environment of unfair treatment and judgement within the G-1, in violation of reference (a)?

b. Did (b)(6), create a hostile work environment by fostering an environment of unfair treatment and judgement within the G-1, in violation of reference (a)?

2. Duration of Investigation

a. To the extent practicable, ensure the investigation and resolution of the issue is completed on or before 30 days from investigation commencement. In accordance with the reference, commanders will make every effort to investigate and resolve accepted complaints of prohibited activities and conduct, with the exception of sexual harassment complaints, within 30 calendar days after the date on which the investigation commences. If the investigation cannot be completed within 30 days, a report on the progress made in completing the investigation will be submitted to the first GCMCA in the chain of command after the date on which the investigation is commenced and every 14 days thereafter until the investigation is completed. Upon completion of the investigation, a final report on the results of the investigation must be submitted, including any action taken, to the first GCMCA in the chain of command.

(1) A final report on the results of the investigation, including any action taken, will be submitted to the first GCMCA in the chain of command within 20 days after the date on which the investigation is commenced; or

(2) If the investigation cannot be completed within the timeline stated in Paragraph 040702.B of reference (a), a report on the progress made in completing the investigation will be submitted to the first GCMCA in the chain of command after the date on which the investigation is commenced and every 14 days thereafter until the investigation is completed. Upon completion of the investigation, a final report of the investigation must be

ENCLOSURE (2)

Subj: COMPLAINT ANALYSIS C/O (b)(6)

submitted, including any action taken, to the first GCMCA in the chain of command.

3. Report of Disposition. Within 72 hours of command decision, submit the report of disposition and a copy of the completed report of investigation, minus enclosures, to the MEO Office. Upon completion of all command actions, forward copies of final command action/resolution of complaint to the MEO Office. These documents will be used to update the Discrimination and Sexual Harassment (DASH) reporting system.

4. Privacy Act. All complaints will be handled in accordance with the Privacy Act. Individual privacy, to the maximum extent possible, must be protected throughout all stages of the investigation and resolution of the complaint.

5. Reprisal Prevention. Commanders are reminded to protect complainants, and others providing information in support of investigating and resolving this allegation, from reprisal or retaliation.

6. Point of contact in this matter is  
at (b)(6) or email at (b)(6)

(b)(6)

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FIRST ENDORSEMENT

From: (b)(6) '0102 USMC  
To: Commanding Officer, Headquarters Battalion, Marine Forces Reserve

1. I concur with the description of my complaint on 13 August 2019 as listed in paragraph 1 above.

(b)(6)

Copy to:  
DASH Case File



My complaint is against the leadership for unfair treatment and judgement that I feel is based on my race. I know that if I was white and performed the same way during my time at MFR, I would have been given the same treatment as every other section head. I object to being given an NMCCM upon departure. What is bothering me about this is that I was unfairly treated/judged, and basically told that regardless of all of the work I did in my more than 3 years as the FORCE ADJUTANT (not a Bn Adj or an MSC Adj), and everything that I did to turn that office around, the fact that I wasn't well liked determined the award I was put in for.

When presented with my first fitness report from Col Price, he informed me I could not be rated as a company commander because I am "just an Adjutant". After my first pass for promotion, I asked for assistance from Col Price and (b)(6). Both said they would sit down and go over my record with me. I set up an appointment with Col Price that he eventually canceled and although said he would, never rescheduled. While I was waiting in Col Price's office for a meeting to start it became clear to me that my presence and efforts in this office meant little. Prior to the start, two LtCol section heads made comments about their preparation for the promotion board. Although it was known and said aloud that both were in the below zone, Col Price asked them about whether they did everything they needed to prepare. Here were individuals taking and being given time when I was present, and not one word or any of this same courtesy given to me.

I have found many issues with the second (final) fitness report. My RS marks went down from the last report with no explanation or counseling, and without notice my RO changed. When reviewing my RO marks, I noticed that I was ranked one of only two people marked in the four spot on the tree, the RO lowest marks for Maj reports. My Lt took me a while to actually take a good look at my fitness report, and I only did it because my RS (the RO for my reports) asked me to go line by line to justify downgrading my (b)(6) fitness report. I counseled this particular (b)(6) throughout the period and reviewed the (b)(6) report when it was given. As I was being asked to provide justification for the (b)(6) report, Col Price said "the Adj section never had things turned in late or requiring major corrections" and "I (Col Price) never had to wait for taskers to be completed". His comment made me think that he was under the impression that I had nothing to do with the work the Adjutant section had done.

I was good at my job, completely turned the Adjutant section around, saved the government thousands of dollars on a contract that was ignored for years until I got there, passed a CGRI, helped HQBN pass 3 of their inspectable items (2 of which they would have failed had the inspectors not come up and ask me questions), redid the Directives program to fall in line with the new Bucket schedules, ensured more than 100 directives were rewritten or canceled (a lot of which were more 9 years old), and completed a Privacy Act Audit. Although the audit resulted in many due outs, they were handled, and with very little notice that I would be the Lead. I ensured that outstanding postage bills for subordinate units were paid (and when I say outstanding, I mean several years old), resulting in thousands of dollars being paid to a company that the Marines did business with (Pitney Bowes). Measures were put in place to ensure that waste (money) was limited or eliminated altogether. I like people to do their jobs and not try to make me or my staff do it for them. If I have a task, I work until completion no matter how late I am in the office. If I have to wait for outside assistance in getting a task completed, I complete everything I can while I wait. There have been a lot of instances where I did not leave the office until well after midnight because I do not like to let things sit.

Having been in the G-1 filling the same billet for more than 3 years, and longer than others assigned as the Adjutant, I will say with confidence and conviction, work was handled by far better than others of past years. Efforts in this position, which are a matter of record, were included in 2 Col (LM) awards and my predecessor's award and yet, I was made to feel my efforts were subpar and that I as a section head, responsible for policies that went out to the entire Force, a contract, a budget, CACO, and Funeral Honors (the big ticket items) did absolutely nothing. All other section heads, with more staff to assist them than myself, were given a higher-level award at their departure. Never was I told that I did not do my job. On the contrary, I was told that I did a lot for the command.

The systematic racism plaguing the Marine Corps runs deep. Little things are done to people that look like me that are hard to prove; for instance, ranking us lower on an evaluation or nominating us for lower level awards. I sit around and hear comments made about a minority or a female that would never be made a white male. A minority is angry and hostile, whereas a white male is dedicated and persistent. If these things are said outside of something as important as a Board, imagine what is said in them. I cannot tell you how many times I have walked down the hall and greeted a white person only to get a dirty look and no words in return. I have been in meetings and said things that were not considered relevant only to have a white person say the exact same thing and it suddenly be a "great idea". Look at how many complaints against senior individuals in MFR alone have resulted in no action or a reassignment of the accused to a higher-level billet (e.g. from a MSC to the MFR staff).

Letting this go is not something I can't do. After 18 years, I will not continue to advise others to do one thing when I will not do the same.

ENCLOSURE (1

\*\*\*\*\* ADMINISTRATION INFORMATION ORIGINATES FROM MCTPS - CONTACT YOUR ADMIN SECTION FOR CORRECTIONS \*\*\*\*\*

[illegible]

FOR OFFICIAL USE ONLY

ENCLOSURE 2

# MASTER BRIEF SHEET

FOR OFFICIAL USE ONLY

# MASTER BRIEF SHEET

| ADMINISTRATIVE INFORMATION (ORIGINATES FROM MCTFS - CONTACT YOUR ADMIN SECTION FOR CORRECTIONS) |                             |                              |        |                           |          |           |                         |                             |                             |          |           |
|---|-----------------------------|------------------------------|--------|---------------------------|----------|-----------|-------------------------|-----------------------------|-----------------------------|----------|-----------|
| NAME  | SSN                         | GRADE                        | RANK   | LCN                       | DOR      | TIG       | CURRENT BUTY/ASSIGNMENT | BILLET DESCRIPTION          | MOBILIZATION POLICY ANALYST | DCTB     | LANGUAGES |
| CRITE 5.  | XXXX3510                    | O4                           | MAJ    | 17051000                  | 20131001 | 6yr. 1mo. | HOMC DC MBA             | MOBILIZATION POLICY ANALYST |                             | 20190713 | UNKNOWN   |
| KEY DATE SUMMARY  |                             |                              |        |                           |          |           |                         |                             |                             |          |           |
| DEAF  | 20010416                    | MR                           | 1      |                           |          |           |                         |                             |                             |          |           |
| TIS   | 18yr. Smo.                  | JC                           | 2      |                           |          |           |                         |                             |                             |          |           |
| PEBD  | 20010803                    | NC                           | 1      |                           |          |           |                         |                             |                             |          |           |
| AFABD   | 20011125                    | NA                           | 1      |                           |          |           |                         |                             |                             |          |           |
| OSCD  | 20120804                    |                              |        |                           |          |           |                         |                             |                             |          |           |
| ACC COMM  | 20010810                    |                              |        |                           |          |           |                         |                             |                             |          |           |
| DOR COMM  | 20010810                    |                              |        |                           |          |           |                         |                             |                             |          |           |
| DOR LDO   |                             |                              |        |                           |          |           |                         |                             |                             |          |           |
| DSG PILOT   |                             |                              |        |                           |          |           |                         |                             |                             |          |           |
| DCADB   | 20160201                    |                              |        |                           |          |           |                         |                             |                             |          |           |
| EAS   | 20211130                    |                              |        |                           |          |           |                         |                             |                             |          |           |
| MSR   |                             |                              |        |                           |          |           |                         |                             |                             |          |           |
| MRO   | 20211201                    |                              |        |                           |          |           |                         |                             |                             |          |           |
| AWARDS  |                             |                              |        |                           |          |           |                         |                             |                             |          |           |
| AMOS1   | 01102                       | Manpower Officer (I)         |        |                           |          |           |                         |                             |                             |          |           |
| AMOS2   | 4802                        | Recruiting Off Oper Expert   |        |                           |          |           |                         |                             |                             |          |           |
| AMOS3   |                             |                              |        |                           |          |           |                         |                             |                             |          |           |
| MILITARY  |                             |                              |        |                           |          |           |                         |                             |                             |          |           |
| 2012  | MASTERS                     | TF INTEGRITY STP TRNG PRG BS |        |                           |          |           |                         |                             |                             |          |           |
| 1999  | HUMAN RESOUR MNGT           | MANPOWER OFF                 |        |                           |          |           |                         |                             |                             |          |           |
| 1994  | BACCALAUREATE               | BASIC MANPOWER OFFICER       |        |                           |          |           |                         |                             |                             |          |           |
|   | BIOLOGY                     | COMA SYSTEMS OFF (DCONTD)    |        |                           |          |           |                         |                             |                             |          |           |
|   | HS DIPLOMA                  | BASIC OFFICER COURSE         |        |                           |          |           |                         |                             |                             |          |           |
|   | H.S. ACADEMIC               | WOTC, JR, MCS                |        |                           |          |           |                         |                             |                             |          |           |
| CIVILIAN  |                             |                              |        |                           |          |           |                         |                             |                             |          |           |
| 2018  | MASTERS                     | TF INTEGRITY STP TRNG PRG BS |        |                           |          |           |                         |                             |                             |          |           |
| 2008  | MANPOWER OFF                | MANPOWER OFF                 |        |                           |          |           |                         |                             |                             |          |           |
| 2003  | BASIC MANPOWER OFFICER      | BASIC MANPOWER OFFICER       |        |                           |          |           |                         |                             |                             |          |           |
| 2003  | COMA SYSTEMS OFF (DCONTD)   | COMA SYSTEMS OFF (DCONTD)    |        |                           |          |           |                         |                             |                             |          |           |
| 2002  | BASIC OFFICER COURSE        | BASIC OFFICER COURSE         |        |                           |          |           |                         |                             |                             |          |           |
| 2001  | WOTC, JR, MCS               | WOTC, JR, MCS                |        |                           |          |           |                         |                             |                             |          |           |
| EDUCATION SUMMARY   |                             |                              |        |                           |          |           |                         |                             |                             |          |           |
| 2015  | CSCDEP 8500                 | AMPHIB WARFARE SCOL NONRES   |        |                           |          |           |                         |                             |                             |          |           |
| 2005  | AMPHIBIOUS WARFARE (DCONTD) | AMPHIBIOUS WARFARE (DCONTD)  |        |                           |          |           |                         |                             |                             |          |           |
| 2004  | AMS PHASE I (NONRES)        | AMS PHASE I (NONRES)         |        |                           |          |           |                         |                             |                             |          |           |
| TRAINING SUMMARY  |                             |                              |        |                           |          |           |                         |                             |                             |          |           |
| RIFLE   | E/227                       | 200604                       |        |                           |          |           |                         |                             |                             |          |           |
| PISTOL  | S/336                       | 201908                       |        |                           |          |           |                         |                             |                             |          |           |
| PFT   | NMIED                       | 201906                       |        |                           |          |           |                         |                             |                             |          |           |
| CFT   | 201910                      | 201910                       |        |                           |          |           |                         |                             |                             |          |           |
| MCMAP   | 200205                      | 200205                       |        |                           |          |           |                         |                             |                             |          |           |
| PERFORMANCE EVALUATION SUMMARY  |                             |                              |        |                           |          |           |                         |                             |                             |          |           |
| REPORTING SENIOR MARKINGS   |                             |                              |        |                           |          |           |                         |                             |                             |          |           |
| Reporting Senior  | Par                         | Pro                          | Con    | EH                        | Int      | Dev       | Set                     | Ens                         | Co                          | PME      | Dec       |
| Promote   | RPT                         | Avg                          | Rs     | Avg                       | RS       | High      | RPT                     | at High                     | RV                          | at Proc  | Cum       |
| Reports   |                             |                              |        |                           |          |           |                         |                             |                             |          |           |
| C   | D                           | H                            | C      | C                         | C        | C         | D                       | C                           | D                           | C        | C         |
| 3.23  |                             | 3.37                         | 3.54   | 2                         | 86.67    | 92.22     |                         |                             |                             |          |           |
| D   | D                           | H                            | C      | C                         | C        | C         | D                       | C                           | D                           | D        | D         |
| 3.54  |                             | 3.37                         | 3.54   | 2                         | 100.00   | 100.00    |                         |                             |                             |          |           |
| C   | C                           | C                            | C      | C                         | B        | B         | B                       | C                           | C                           | C        | C         |
| 2.86  |                             | 2.89                         | 2.83   | 1                         | N/A      | N/A       |                         |                             |                             |          |           |
| D   | E                           | E                            | D      | D                         | D        | D         | D                       | D                           | D                           | D        | D         |
| 4.21  |                             | 4.34                         | 4.5    | 1                         | N/A      | 82.22     |                         |                             |                             |          |           |
| H   | H                           | H                            | H      | H                         | H        | H         | H                       | H                           | H                           | H        | H         |
| 3.85  |                             | 4.15                         | 4.43   | 1                         | N/A      | 60.00     |                         |                             |                             |          |           |
| D   | D                           | C                            | C      | E                         | D        | D         | D                       | D                           | D                           | D        | D         |
| 4.48  |                             | 4.32                         | 4.48   | 1                         | 100.00   | 100.00    |                         |                             |                             |          |           |
| E   | D                           | E                            | D      | E                         | E        | D         | D                       | D                           | D                           | D        | D         |
| 4.48  |                             | 4.32                         | 4.48   | 1                         | 100.00   | 100.00    |                         |                             |                             |          |           |
| H   | H                           | H                            | H      | H                         | H        | H         | H                       | H                           | H                           | H        | H         |
| 3.5   |                             | 3.74                         | 3.85   | 2                         | 60.00    | 60.00     |                         |                             |                             |          |           |
| E   | E                           | D                            | D      | E                         | D        | D         | D                       | D                           | D                           | D        | D         |
| 4.54  |                             | 4.56                         | 4.79   | 1                         | 80.37    | 89.18     |                         |                             |                             |          |           |
| C   | C                           | C                            | D      | D                         | D        | D         | D                       | D                           | D                           | D        | D         |
| 3.5   |                             | 3.74                         | 3.85   | 2                         | 60.00    | 60.00     |                         |                             |                             |          |           |
| ADMINISTRATIVE SUMMARY  |                             |                              |        |                           |          |           |                         |                             |                             |          |           |
| Grade   | OCC                         | From                         | Months | Billet Description        | Comd     | Actv      | Command                 |                             |                             |          |           |
| CAPT  | CD                          | 20101028                     | 3      | DIVISION ADJUTANT         |          |           |                         |                             |                             |          |           |
| 0180  | N                           | 20101028                     |        | HOBN 2D MARDIV            |          |           |                         |                             |                             |          |           |
| CAPT  | CH                          | 20110130                     | 1      | G-1 OPERATIONS OFFICER    |          |           |                         |                             |                             |          |           |
| 0180  | N                           | 20110130                     |        | HOBN 2D MARDIV            |          |           |                         |                             |                             |          |           |
| CAPT  | TD                          | 20110316                     | 5      | G-1 ADJUTANT/OPERATIONS   |          |           |                         |                             |                             |          |           |
| 0180  | N                           | 20110316                     |        | HOBN 2D MARDIV            |          |           |                         |                             |                             |          |           |
| CAPT  | FD                          | 20110802                     | 6      | ANP ADVISOR/CI-1 EXECUTIN |          |           |                         |                             |                             |          |           |
| 0180  | B                           | 20120206                     | X      | AUGMENTATION SUPPORT UI   |          |           |                         |                             |                             |          |           |
| CAPT  | CS                          | 20120507                     | 5      | DIVISION ADJUTANT         |          |           |                         |                             |                             |          |           |
| 0180  | N                           | 20120507                     |        | HOBN 2D MARDIV            |          |           |                         |                             |                             |          |           |
| CAPT  | GC                          | 20130702                     | 15     | G-1 PLANS OFFICER         |          |           |                         |                             |                             |          |           |
| 0180  | N                           | 20131001                     |        | AUGMENTATION SUPPORT UI   |          |           |                         |                             |                             |          |           |
| MAJ   | CH                          | 20131002                     | 7      | ADJUTANT                  |          |           |                         |                             |                             |          |           |
| 0180  | N                           | 20140425                     |        | AUGMENTATION SUPPORT UI   |          |           |                         |                             |                             |          |           |
| MAJ   | TD                          | 20140426                     | 1      | ADJUTANT                  |          |           |                         |                             |                             |          |           |
| 0180  | N                           | 20140526                     |        | AUGMENTATION SUPPORT UI   |          |           |                         |                             |                             |          |           |
| MAJ   | FD                          | 20140527                     | 4      | MCE-B DEPUTY OIC          |          |           |                         |                             |                             |          |           |
| 0180  | N                           | 20140927                     |        | MARCENT COORDINATION EL   |          |           |                         |                             |                             |          |           |
| MAJ   | CS                          | 20140928                     | 12     | ADJUTANT                  |          |           |                         |                             |                             |          |           |
| 0180  | N                           | 20150928                     |        | AUGMENTATION SUPPORT UI   |          |           |                         |                             |                             |          |           |

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FOR OFFICIAL USE ONLY

# MASTER BRIEF SHEET

| ADMINISTRATIVE INFORMATION (ORIGINATES FROM MCTFS - CONTACT YOUR ADMIN SECTION FOR CORRECTIONS) |                            |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
|---|----------------------------|--------|-------|---------------|----------------------------|-----------|-------------|----------------------------|--------------------|-----------------------------|-----------|-------|-------|
| NAME  | SSN                        | GRADE  | BANK  | LCN           | DOR                        | TIG       | HOMC DC MBA | CURRENT DUTY ASSIGNMENT    | BILLET DESCRIPTION | MOBILIZATION POLICY ANALYST | LANGUAGES |       |       |
| CRITE S.  | xxxxxx0510                 | O4     | MAJ   | 17051000      | 20131001                   | 6yr. 1mo. |             |                            |                    |                             | 20190713  |       |       |
| KEY DATE SUMMARY  |                            |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| DEAF  | 20010416                   | MR     | PMOS  | 0102          | Manpower Officer (I)       | AMOS4     |             |                            |                    |                             |           |       |       |
| TIS   | 18yr. 5mo.                 | JC     | AMOS1 | 4802          | Recruiting Off Oper Expert | AMOS5     |             |                            |                    |                             |           |       |       |
| PEBD  | 20010603                   | NC     | AMOS2 |               |                            | JOINT     |             |                            |                    |                             |           |       |       |
| AFADBD  | 20011125                   | NA     | AMOS3 |               |                            | BMOS      | 8008        | Bl Des-Unrestricted OI (I) |                    |                             |           |       |       |
| OSCD  | 200120804                  |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| ACC COMM  | 20010810                   |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| DOR COMM  | 20010810                   |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| DOR LDO   |                            |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| DSG PILOT   |                            |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| DCADB   | 20160201                   |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| EAS   | 20211130                   |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| MSR   |                            |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| MRD   | 20211201                   |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| EDUCATION SUMMARY   |                            |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| CIVILIAN  |                            |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| 2012  | MASTERS                    |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| 1989  | HUMAN RESOUR MNGT          |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| 1994  | BACKALAUREATE              |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| 2002  | ECOLGY                     |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| 2001  | H.S. DIPLOMA               |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| 2001  | H.S. ACADEMIC              |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| MILITARY  |                            |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| 2015  | TE INTEGRN STZ TRNG PRG BG |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| 2009  | MANPOWER OFF               |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| 2003  | BASIC MANPOWER OFFICER     |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| 2003  | BASIC SYSTEMS OFF (DCONTD) |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| 2002  | BASIC OFFICER COURSE       |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| 2001  | WOTC JR. MCS               |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| TRAINING SUMMARY  |                            |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| RIFLE   | E/227                      | 200604 |       |               |                            |           |             |                            |                    |                             |           |       |       |
| PISTOL  | S/336                      | 201908 |       |               |                            |           |             |                            |                    |                             |           |       |       |
| PFT   | NMED                       | 201906 |       |               |                            |           |             |                            |                    |                             |           |       |       |
| CFT   | NMED                       | 201910 |       |               |                            |           |             |                            |                    |                             |           |       |       |
| MCMAP   | GRAY                       | 200205 |       |               |                            |           |             |                            |                    |                             |           |       |       |
| ING OFFICER MARKINGS  |                            |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| RO marks - same grade at processing   |                            |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| RO marks - same grade cumulative  |                            |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| 0/1   | 0/2                        | 0/3    | 0/4   | 5/5           | 1/8                        | 3/7       | 1/8         |                            |                    |                             |           |       |       |
| 0/1   | 0/2                        | 0/3    | 0/4   | 7/5           | 4/6                        | 3/7       | 1/8         |                            |                    |                             |           |       |       |
| 0/1   | 0/2                        | 2/3    | 11/4  | 47/5          | 54/5                       | 5/7       | 0/8         |                            |                    |                             |           |       |       |
| 0/1   | 0/2                        | 2/3    | 11/4  | 48/5          | 55/5                       | 5/7       | 0/8         |                            |                    |                             |           |       |       |
| 0/1   | 0/2                        | 2/3    | 11/4  | 49/5          | 54/5                       | 5/7       | 0/8         |                            |                    |                             |           |       |       |
| 0/1   | 0/2                        | 2/3    | 11/4  | 48/5          | 55/5                       | 5/7       | 0/8         |                            |                    |                             |           |       |       |
| 0/1   | 0/2                        | 0/3    | 1/4   | 8/5           | 22/6                       | 17/7      | 1/8         |                            |                    |                             |           |       |       |
| 0/1   | 0/2                        | 0/3    | 2/4   | 9/5           | 22/6                       | 17/7      | 1/8         |                            |                    |                             |           |       |       |
| PERFORMANCE EVALUATION SUMMARY  |                            |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| REPORTING SENIOR MARKINGS   |                            |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| Reporting Senior  | Per                        | Pto    | Cou   | Enf           | Inf                        | Dev       | Set         | Ena                        | Co                 | PMI                         | Dec       | Jud   | Eva   |
| Promote   | RPT                        | Avg    | Rs    | Avg           | RS                         | High      | RPT         | at High                    | RV                 | at Proc                     | Cum       | RV    |       |
| F   | E                          | D      | E     | E             | E                          | E         | E           | E                          | E                  | E                           | E         | E     | E     |
| 5   | 4.84                       | 5.36   | 1     | 93.24         | 93.04                      |           |             |                            |                    |                             |           |       |       |
| E   | D                          | D      | E     | E             | E                          | E         | E           | D                          | D                  | D                           | D         | D     | H     |
| 4.46  | 4.44                       | 5.29   | 1     | 90.18         | 90.28                      |           |             |                            |                    |                             |           |       |       |
| D   | D                          | D      | D     | D             | E                          | E         | E           | E                          | D                  | D                           | D         | D     | D     |
| 4.36  | 4.58                       | 5.15   | 1     | 83.55         | 83.87                      |           |             |                            |                    |                             |           |       |       |
| D   | D                          | D      | D     | C             | E                          | E         | E           | E                          | D                  | D                           | D         | D     | D     |
| 4.29  | 4.58                       | 5.15   | 1     | 84.60         | 84.80                      |           |             |                            |                    |                             |           |       |       |
| H   | H                          | H      | H     | H             | H                          | H         | H           | H                          | H                  | H                           | H         | H     | H     |
|   |                            |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| AI Processing   |                            |        |       |               |                            |           |             |                            |                    |                             |           |       |       |
| Grade   | Upper                      | Middle | Lower | N/A           | Cumulative                 | Above     | With        | Below                      | Insuf              | Above                       | With      | Below | Insuf |
| 2NDLT   | 0.0%                       | 36.67  | 93.33 | 80.00 - 86.66 | 85.67 - 93.33              | 0.0%      | 0.0%        | 100.0%                     | 3                  | 0.0%                        | 66.7%     | 33.3% | 3     |
| 1STLT   | 60.0%                      | 50.0%  | 0.0%  | 0.0%          | 50.0%                      | 27.5%     | 32.5%       | 40.0%                      | 1                  | 31.1%                       | 37.0%     | 31.9% | 1     |
| CAPT  | 16.7%                      | 16.7%  | 66.7% | 88.9%         | 88.9%                      | 73.4%     | 19.5%       | 7.1%                       | 1                  | 75.6%                       | 18.4%     | 6.0%  | 1     |
| MAJ   | 14.3%                      | 42.9%  | 42.9% | 42.9%         | 42.9%                      | 83.7%     | 24.3%       | 11.9%                      | 2                  | 62.6%                       | 25.5%     | 11.9% | 2     |
| TOTAL   | 20.0%                      | 33.3%  | 46.7% | 60.0%         | 60.0%                      | 63.7%     | 23.3%       | 13.1%                      | 7                  | 60.7%                       | 25.4%     | 13.9% | 7     |



(b)(6)

USMC iAPS CASE ID # 1119322

|  |  |  |  |                           |
|--|--|--|--|---------------------------|
| <b>PERSONAL AWARD RECOMMENDATION</b>   |  | <b>CASE ID:</b><br>1119322   | <b>PRIVACY ACT STATEMENT</b><br>The Privacy Act Statement for information on this form is contained in NAVMC Form 11000, Privacy Act Statement for Marine Corps Personnel and Pay Records. |                           |
| <b>FROM: (Title and Address)</b><br>2000 Opelousas Ave<br>New Orleans, LA 70114  |  | <b>TO: (Awarding Authority)</b><br>CO, Headquarters Battalion HOBN, MARFORRES  |  |                           |
|  |  | <b>14. EXP. OF ACTIVE DUTY:</b><br>11/30/2021  | <b>IF RETIREMENT, NUMBER OF YEARS:</b>   |                           |
| <b>1. SOCIAL SECURITY #:</b>   | <b>2. DESIG/NEC/MOS:</b><br>0102   | <b>15. EST. DETACHMENT DATE:</b> 07/08/2019<br><input type="checkbox"/> Retirement <input type="checkbox"/> Terminal Leave<br><input checked="" type="checkbox"/> Transfer <input type="checkbox"/> Impact Award |  |                           |
| <b>3. NAME (Last,first,MI):</b><br>(b)(6)  | <b>4. COMPONENT (USN,USMC,etc.):</b><br>USMC   | <b>16. NEW DUTY STATION (Home address if separation anticipated):</b><br>D/C M&RA (MP)<br>Quantico, VA   |  |                           |
| <b>5. GRADE/RANK:</b><br>MAJ   | <b>17. UNIT AT TIME OF ACTION/SERVICE:</b><br>HOBN MARFORRES   | <b>18. DUTY ASSIGNMENT:</b><br>MARFORRES Adjutant  |  |                           |
| <b>6. WARFARE DESIGNATOR (Navy Only):</b>  | <b>7. RUC:</b><br>20016  | <b>19. PREVIOUS PERSONAL DECORATIONS AND PERIOD RECOGNIZED:</b><br>JC - 02/02/2012 MR - 09/18/2010 NA - 03/13/2006<br>JC - 01/08/2005  |  |                           |
| <b>8. RECOMMENDED AWARD:</b><br>NC - NAVY AND MC COMMENDATION  | <b>9. SPECIFIC ACHIEVEMENT:</b><br><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |  |  |                           |
| <b>10. TYPE:</b><br><input type="checkbox"/> Heroic <input type="checkbox"/> Heroic Posthumous <input type="checkbox"/> MIA<br><input checked="" type="checkbox"/> Meritorious <input type="checkbox"/> Meritorious Posthumous |  |  |  |                           |
| <b>11. NUMBER OF AWARD OF RECOMMENDED MEDAL:</b><br>1  |  | <b>20. PERSONAL AWARDS RECOMMENDED-NOT YET APPROVED:</b>   |  |                           |
| <b>12. ACTION DATE/MERITORIOUS PERIOD:</b><br>05/01/2016 - 07/08/2019  |  | <b>21. OTHER PERSONNEL BEING RECOMMENDED FOR SAME ACTION:</b>  |  |                           |
| <b>13. GEOGRAPHIC AREA OF ACTION/SERVICE:</b><br>CONUS   |  |  |  |                           |
| <b>22. I certify that the facts contained in the summary of action are</b> <input checked="" type="checkbox"/> known to me <input type="checkbox"/> a matter of record   |  |  |  |                           |
| <b>NAME, GRADE, TITLE OF ORIGINATOR</b><br>(b)(6)<br>DAC/S GI  |  | <b>SIGNATURE</b><br>(b)(6)<br>DAC/S GI   |  | <b>DATE</b><br>06/13/2019 |
| <b>23. FORWARDING ENDORSEMENTS BY VIA ADDRESSEE(S).</b>  |  |  |  |                           |
| <b>VIA COMMAND</b>   | <b>RECOMMENDED AWARD</b>   | <b>COMBAT "V"</b>  | <b>SIGNATURE &amp; GRADE</b>   | <b>DATE FWD</b>           |
| <b>24. TO BE COMPLETED BY AWARDING AUTHORITY</b>   |  |  |  |                           |
| <b>DISPOSITION OF BASIC RECOMMENDATION</b>   | <b>COMBAT "V"</b>  | <b>EXTRAORDINARY HEROISM</b>   | <b>SIGNATURE, GRADE, TITLE</b>   | <b>DATE APPROVED</b>      |
| NC - NAVY AND MC COMMENDATION  | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No                                    | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  | (b)(6)<br>s Battalion  | 07/08/2019 12:38:14       |

ENCLOSURE 3

**Citation**

**NC approved as NC on 07/08/2019 12:38:14**

MERITORIOUS SERVICE WHILE SERVING AS FORCE ADJUTANT, G-1 DIRECTORATE HEADQUARTERS BATTALION, MARINE FORCES RESERVE FROM MAY 2016 TO JULY 2019. (b)(6) DISPLAYED A TREMENDOUS WORK ETHIC AND AN EXCEPTIONAL LEVEL OF SKILL AND EXPERTISE IN AN EXTREMELY CHALLENGING BILLET ASSIGNMENT. SHE FLAWLESSLY MANAGED AN ACTIVE DUTY OPERATIONAL SUPPORT BUDGET OF FIVE MILLION DOLLARS AND 4,000 FUNERAL HONOR DRILLS FOR MARINE FORCES RESERVE, MILITARY FUNERAL HONORS PROGRAM, ENSURING THE SUCCESSFUL EXECUTION OF OVER 58,000 MILITARY FUNERAL HONORS. HER QUANTIFIABLE METRICS AND ESTABLISHMENT OF THE FUNERAL HONORS PROGRAM FORCE ORDER HAS SAVED COUNTLESS MAN HOURS ALLOWING COMMANDING OFFICERS TO FOCUS ON UNIT READINESS. ADDITIONALLY, SHE WAS INSTRUMENTAL IN REALIGNING MARINE FORCES RESERVE SITE SUPPORT UNITS WITH INSTALLATION POST OFFICES TO REDUCE CONTRACTING REQUIREMENTS. THIS REALIGNMENT VASTLY IMPROVED PROCESSES AND STREAMLINED SUPPORT TO 130 SITES ACROSS THE UNITED STATES WHILE DECREASING COSTS BY ELIMINATING UNNECESSARY SPENDING. (b)(6) EXCEPTIONAL PROFESSIONAL ABILITY, INITIATIVE, AND TOTAL DEVOTION TO DUTY REFLECTED CREDIT UPON HER AND WERE IN KEEPING WITH THE HIGHEST TRADITIONS OF THE MARINE CORPS AND THE UNITED STATES NAVAL SERVICE.

**Summary of Action**

(b)(6) is enthusiastically recommended for the Navy and Marine Corps Commendation Medal for her numerous achievements while serving as Adjutant, Marine Forces Reserve (MARFORRES) from 1 May 2016 to 8 July 2019. Throughout this period, (b)(6) flawlessly managed a diverse team of (7) enlisted Marines while executing a multitude of Force Adjutant functions including: Awards Management, Force Casualty Assistance Calls Representative, Military Funeral Honors (MFH) Management, Individual Mobilization Augmentee (IMA) Detachment Manager, Force Postal Officer, and Force Directive Control Point Manager. (b)(6) displayed a tremendous work ethic and a high level of military occupational specialty skill and expertise in a very challenging billet assignment.

Managers Internal Control Procedures Program (MICP). Through her zealous implementation of the MICP, a program designed to reduce cost and improve efficiencies, (b)(6) saved countless man hours, thousands of dollars, and created time for the MARFORRES staff and Commanding Officers spread across the country. The accomplishments below are but a few examples of her stellar performance in the application of this program.

(b)(6) consistently excelled in both leadership capacity and in her technical, daily work activities. Her high level of initiative, work ethic and technical expertise were noteworthy, especially when considering the sheer volume of MARFORRES awards, funerals, and force wide casualty calls that (b)(6) and her small Adjutant Staff were responsible to manage and oversee. Her management of both the MARFORRES Awards Program and the disbursement of funeral honor drills and Active Duty Operational Support (ADOS) allocations were particularly impressive and indicative of her management abilities and future potential. Despite her tremendous work load, she always maintains a cordial and motivated demeanor which earned the respect and admiration of Marines under her charge. As Force Adjutant she volunteered to serve as the Narrator during the Commander Marine Forces Reserve (CMFR) Change of Command on July 2018 and as the ceremonial Adjutant for the 2019 MARFORRES Marine Corps Ball.

Throughout this period, (b)(6) led her Marines to accomplish the following:

Force Awards Management. Held and coordinated a weekly MARFORRES Awards Board whose senior Officer membership consisted of all MFR's Assistant Chiefs of Staff (O-6). Over the span of (3) years, the section successfully screened, boarded and prepared for CMFR signature, (8) Certificates of Commendation, (45) Navy and Marine Corps Achievement Medals, (29) Navy and Marine Corps Commendation Medals, (119) Meritorious Service Medals, (87) Legion of Merit Medals, and (102) Special Category Awards.

Funeral Honors Management and Oversight. On an annual basis, (b)(6) was responsible for the oversight and funding of over 20,000 Military Funeral Honors that were conducted by units across Marine Force Reserve. (b)(6) managed the Military Funeral Honors Program and initiated new quality assurance and quality control measures to capture the quantifiable data needed to conduct a multi-dimensional analysis of needs and challenges associated with timely and effective execution of funeral honors. This analysis resulted in a complete revision of the MARFORRES Military Funeral Honors Force Order and subsequent publication of Force Order 3000-44.2 in May 2018. The revised Force Order included new guidance regarding the Commanders Intent, overall funeral Concept of Operations, an updated Funeral Honors Checklist, and specific guidance for conducting Funerals with two personnel. Due to her oversight and diligence, over the course of three years, only (.00005%) of over 58,000 MFHs were categorized as 'Missed Funerals'. Additionally, (b)(6) flawlessly managed an annual \$5 million dollar Funeral Honors ADOS budget which was appropriately allocated to the Major Subordinate Commands. Likewise, (b)(6) managed and allocated over 4,000 Funeral Honors Drills. Her revision of the force order freed a significant amount of time for Commanding Officers to focus on unit readiness.

Force Casualty Assistance Calls Representative. During this time period, Marine assigned to MARFORRES units conducted ~500 Casualty Assistance Calls to families of seriously injured or deceased Marines. As the MARFORRES Force Casualty Assistance Calls Representative, (b)(6) coordinated with Headquarters Marine Corps (HQMC) Casualty Branch to provide timely assistance and guidance to the Casualty Assistance Calls Officers (CACO) assigned throughout Marine Forces Reserve units. Additionally, (b)(6) hosted and coordinated three separate CACO training conferences to enhance awareness of policies and procedures to Marine assigned to units across the force. Over the course of her tenure over 200 active component Marines attended these training sessions and became qualified to serve as a CACO. During the tragic incident of YANKY-72, (b)(6) provided timely, critical guidance to the 4th Marine Aircraft Wing G1/Adjutant and subsequently provided vital assistance and coordination in obtaining Invitational Travel Orders for family members of those deceased Marines. She spent countless late night and weekend hours ensuring this high visibility tragedy was cared for with the dignity and respect it deserved.

IMA Detachment Manager. From 1 May 2016 to July 2017, (b)(6) served as the Operational Sponsor (OpSponsor) for three separate IMA Detachments including: Marine Corps Liaison Officer, MARFORRES Detachment 1, and Environmental Services Detachment. Additionally, she served as the Alternate Assistant OpSponsor for MARFORRES Detachment 7. In her role as an IMA OpSponsor, (b)(6) supported the scheduling and mustering of drill periods, processing orders, routing travel claims, and ensuring annual training requirements where met for more than 30 Officer and Enlisted Marines.

Force Postal Officer. As Force Postal Officer, (b)(6) maintained oversight and management of the force postal budget which included a \$458,000 dollar allocation for the private vendor postage and meter contract. Early in her assignment as Adjutant, (b)(6) reviewed the force postal requirements and expertly negotiated changes to support her findings. In doing so, she facilitated the development of a plan to align MARFORRES units with installation and reserve base postal support to reduce contracting requirements needed to execute postal functions. This realignment vastly improved current processes and streamlined support to 130 distributed sites located across the United States. She significantly decreased postal costs by restructuring the postal contract and eliminating unnecessary spending. Additionally, she expertly managed and maintained oversight and management of the Force postal budget including \$78,000 for the private vendor postage and



meter contract. This was a significant decrease from previous years due to restructuring of the postal contract which eliminated unnecessary spending across MARFORRES.

Force Directives Control Point Manager. (b)(6) completely redesigned the MARFORRES online Directives Control for all Force Orders, Force Policy Letters and Force Bulletins. (b)(6) then aggressively conducted an ongoing Force Directives review which resulted in the review, revision or cancellation of 130 MARFORRES Directives. The review ensured all required changes directed by the Department of the Navy, including a complete overhaul of Standard Subject Identification Codes, were incorporated into all MARFORRES directives.

Force Privacy Act Coordinator. During this tour (b)(6) performed the duties of the MARFORRES Privacy Act Coordinator. She ensured the entire force had the guidance it needed to protect the Personally Identifiable Information (PII) of its Marines. Following a PII breach of over 19,000 MARFORRES Marines PII, (b)(6) quickly organized a team that was able to produce and mail over 19,000 letters to the affected Marines in less than a week. Her quick reaction and leadership skills ensured Marines were properly notified in a timely manner, allowing them to make recommended security changes to their personal and financial accounts.

Inspector General (IG). During her tour with MARFORRES, (b)(6) stood two HQMC IG Inspections. She was found mission capable in all of her assigned areas. Additionally, she spent countless hours ensuring the Headquarters Battalion adjutant was trained and prepared to stand the IG inspection, her efforts resulted in the Headquarters Battalion Adjutant section being found mission capable.

(b)(6) repeatedly demonstrated that she possesses the unique qualities of leadership and technical knowledge that make her a truly outstanding Marine Officer. Throughout this tour (b)(6) tirelessly performed at a high level while coordinating and supporting a wide variety of complex tasks and responsibilities. Her knowledge, experience, and expertise were essential to the overall successes of the MARFORRES G1 Directorate. Her performance and achievement have been superb and warrant the recognition associated with a Navy and Marine Corps Commendation Medal.



# DEPARTMENT OF THE NAVY

THIS IS TO CERTIFY THAT  
THE SECRETARY OF THE NAVY HAS AWARDED THE

## NAVY AND MARINE CORPS COMMENDATION MEDAL

TO  
(b)(6)

UNITED STATES MARINE CORPS RESERVE

FOR

MERITORIOUS SERVICE WHILE SERVING AS FORCE ADJUTANT, G-1 DIRECTORATE, HEADQUARTERS BATTALION, MARINE FORCES RESERVE FROM MAY 2016 TO JULY 2019. MAJOR CRITE DISPLAYED A TREMENDOUS WORK ETHIC AND AN EXCEPTIONAL LEVEL OF SKILL AND EXPERTISE IN AN EXTREMELY CHALLENGING BILLET ASSIGNMENT. SHE FLAWLESSLY MANAGED AN ACTIVE DUTY OPERATIONAL SUPPORT BUDGET OF FIVE MILLION DOLLARS AND 4,000 FUNERAL HONOR DRILLS FOR MARINE FORCES RESERVE, MILITARY FUNERAL HONORS PROGRAM, ENSURING THE SUCCESSFUL EXECUTION OF OVER 58,000 MILITARY FUNERAL HONORS. HER QUANTIFIABLE METRICS AND ESTABLISHMENT OF THE FUNERAL HONORS PROGRAM FORCE ORDER HAS SAVED COUNTLESS MAN HOURS ALLOWING COMMANDING OFFICERS TO FOCUS ON UNIT READINESS. ADDITIONALLY, SHE WAS INSTRUMENTAL IN REALIGNING MARINE FORCES RESERVE SITE SUPPORT UNITS WITH INSTALLATION POST OFFICES TO REDUCE CONTRACTING REQUIREMENTS. THIS REALIGNMENT VASTLY IMPROVED PROCESSES AND STREAMLINED SUPPORT TO 130 SITES ACROSS THE UNITED STATES WHILE DECREASING COSTS BY ELIMINATING UNNECESSARY SPENDING. MAJOR CRITE'S EXCEPTIONAL PROFESSIONAL ABILITY, INITIATIVE, AND TOTAL DEVOTION TO DUTY REFLECTED CREDIT UPON HER AND WERE IN KEEPING WITH THE HIGHEST TRADITIONS OF THE MARINE CORPS AND THE UNITED STATES NAVAL SERVICE.

(b)(6)

GIVEN THIS 8TH DAY OF JULY 2019

COMMANDING





Nominee: (b)(6)

Case ID: 1119322

Print 11533 (HTML)

Print 11533 (PDF)

Recommendation: NC - NAVY AND MC COMMENDATION

Approved Award: NC - NAVY AND MC COMMENDATION

Status: ARCHIVED

For Action:

## AWARD INFO

## SUMMARY OF ACTION

## CITATION

## REVIEWS

## BOARD INFO

## ENDORSEMENTS

## HISTORY &amp; COMMENTS

## CERTIFICATE

## History &amp; Comments

| ACTION DATE | ACTION  | UNITS NOTIFIED NAME | UNIT                    | REC. AWARD | COMMENT  |
|-------------|---|---------------------|-------------------------|------------|--|
| 07/16/2019  | Archive   |                     | HEADQUARTERS USMC (R/U) | x          | x  |
| 07/15/2019  | Complete Award  |                     | HEADQUARTERS USMC (R/U) | x          | x  |
| 07/08/2019  | Submit to MMA   |                     | HQBN, MARFORRES         | x          | x  |
| 07/08/2019  | Approve Award   |                     | HQBN, MARFORRES         | NC         | Well-written EOT award. Awarded w/ pleasure as NMCCM CO  |
| 07/08/2019  | Review and Forward to Awarding Authority (COL MILLER) |                     | HQBN, MARFORRES         | x          | Sir, for your awarding.  |
| 07/02/2019  | Assign to Reviewer (GYSGT OSTERFELD)                  |                     | HQBN, MARFORRES         | x          | Good Morning Gysgt, For your review. 4 of 5 members voted. 3 agree with level of award. One recommended downgrade.   |
| 07/02/2019  | Close Board   |                     | HQBN, MARFORRES         | x          | x  |
| 06/27/2019  | Vote (HQBN OFFICER BOARD)                             |                     | HQBN, MARFORRES         | NA         | Based on the SOA and performance in tour an NA is recommended.   |
| 06/21/2019  | Vote (HQBN OFFICER BOARD)                             | (b)(6)              | HQBN, MARFORRES         | NC         | Force wide positive impact throughout her tour. Award is more than deserving.  |
| 06/20/2019  | Vote (HQBN OFFICER BOARD)                             |                     | HQBN, MARFORRES         | NC         | Concur with awarding of the NC. Maj Crite continually made significant impacts in this challenging billet. Well deserved recognition.  |
| 06/20/2019  | Vote (HQBN OFFICER BOARD)                             |                     | HQBN, MARFORRES         | NC         | Concur with NC. A well-deserved award for this Officer, who clearly had a significant impact on MARFORRES units all across the country. Her expert managerial skills and process improvements are evident in the SOA and well-deserving of this award. |
| 06/18/2019  | Assign to Board (HQBN OFFICER BOARD)                  |                     | HQBN, MARFORRES         | x          | x  |
| 06/18/2019  | Resubmit to Unit Awards Administrator                 |                     | HQBN, MARFORRES         | x          | x  |
| 06/17/2019  | Return to Originator (CIV GARCIA)                     |                     | HQBN, MARFORRES         | x          | this is being returned with no action taken for the following reasons: the incorrect closing/opening statement is not on the   |



Colonel Jonathon Price

Colonel Price checked into the command on or about July 2017. Within thirty days of checking in he gave his initial guidance to the entire G-1 Section which already included (b)(6). Initial guidance to the team was to be customer focused; one team, one fight; we exist for the individual units; wish for you to exercise critical thinking; be dynamic and flexible; and lastly we are the edge of the empire- maintain the standard.

First tense moment with (b)(6) CMFR was focused on readiness and wanted to reduce tasks to I&Is that distracts from fight tonight. There was an opportunity on the west coast at Camp Pendleton to potentially have the AC increase their share of funeral details to relieve some pressure of select units on the west coast. Colonel Price gave (b)(6) a task associated with this initiative and she did not agree with him. The result of that conversation revealed that (b)(6) did not agree with CMFR on burden sharing with Active Component. She went further revealing MCO/policy justifying her position refusing to accept the point Colonel Price was advocating for on behalf of CMFR. Colonel Price stated that she was not thinking critically about meeting CMFR intent without violating MCO/Policy.

Colonel Price felt he needed to be more explicit with his guidance and direction because (b)(6) did not agree. This was an example of several tense moments between (b)(6) and Colonel Price but this issue was a key source of tension between them.

Colonel Price claims that (b)(6) was abrasive toward several people. He characterized her as obstinate and combative to the point of being passive aggressive. She would receive guidance but would not action it. He felt compelled to ask for updates.

Colonel Price did not initiate any written counseling nor did he conduct a formal counseling on (b)(6). He chose not to formally counsel (b)(6) because from his perspective formal counseling equates to a derogatory fitrep. The bottom line was that Colonel Price did not see any performance worthy of a derogatory fitrep.

Colonel Price provided rudder steers and took the time to mentor and develop (b)(6) one on one as necessary. He did a verbal counseling stating "You are not acting like; thinking like; or communicating like a field grade officer." "You will do well if it's black and white"...then he explains her continued problems with working through grey areas.

Colonel Price thought she was making progress but once her career designation occurred (after his first report in Oct 2018) the improvement stopped.

ENCLOSURE 5

Dialogue afterwards were on individual issues. During a SECNAV audit on Privacy Act, (b)(6) stated that the comptroller was responsible for the Audit. Colonel Price stated that she was the one designated in writing as Privacy Act Coordinator.

Another tense moment he described was the G-1 support to the G-3 with some correspondence. (b)(6) was known for ensuring the MSCs do their work and held firm on NOT doing work for them. She held that position for supporting the MFR staff as well. An example of this behavior was the TEEP Manager, (b)(6) not understanding how to format certain correspondence correctly. When this crossed (b)(6) (b)(6) desk she would mark the correspondence but would not go any step further to actually correct and submit it to the command deck. This reached Colonel Price's attention and he had to direct her to support the G-3 with this correspondence.

In addition to the G-3, Colonel Price was informed of similar occurrences with HQBN and the G-7. I confirmed if this behavior prompted a counseling and Colonel Price reiterated No Formal counseling, only verbal to provide rudder steers.

When he provided (b)(6) with first fitrep, Col Price stated that he told her that she was in his bottom third. He stated "you won't get promoted based on my report." Colonel Price said that (b)(6) thanked him for his brutal honesty on where she stands.

I asked Colonel Price if he recalls telling her that "he couldn't rate her like a company commander." Colonel Price replied stating "it's unfair to judge performance based on billet assignment." He later confirmed that he has three other Major in his profile and that none of them are commanders.

Other than the tension he had with (b)(6) Colonel Price felt that the work environment was normal and easygoing.

Soon after assuming role as AC/S G-1, Colonel Price had breakfast calls once a month and held a PME of sorts for approximately 30 minutes. He used this forum to get his section out of the office and then opened it up to MSC G-1 sections to create an open dialogue about Admin related or Marine Corps related topics. He stated that (b)(6) (b)(6) was in attendance a few times.

I asked Colonel Price if he recalled (b)(6) approaching him about an award for (b)(6). He said he was not certain if that ever happened. He went further to say that he would not recommend (b)(6) (b)(6) for an award. When asked why not, he stated that her performance was not exceptionally meritorious in nature. Colonel Price said that (b)(6) could have made impacts in her role as the force Adjutant worthy of a Meritorious Service Medal based on giving the I&Is more time to prep for activations but she was resistant to change." He said "she was not innovative;" "She could

not think out of the box;" "she kept citing the order (MCO 3040.4) setting aside the intent behind CMFRs guidance to give the I&Is more time for things like activation preparation.

Colonel Price also stated that he did not recommended his Manpower Officer, (b)(6) for an award.

ENCLOSURE 5





(b)(6)

(b)(6) knows (b)(6) from his time as MFR G-1, when he was (b)(6) (b)(6) He wrote a 5 month observed fitrep on (b)(6) 20160201 to 20160630. Ironically, this was her best report during her tenure at MFR. His impressions of (b)(6) was that of a hard worker; an adjutant that knows the job; she cares about the job; she did not need a lot of guidance; and an overall average to above average performer.

As the civilian deputy (b)(6) assumed a "coach" role with (b)(6) (b)(6) in the G-1 Section. He noted that she had issues with military bearing and getting along with her peers. He mentioned telling her that "she pisses people off" when discussing her award. He stated that "he was often in a position of having to smooth things out between her and others." He never formally counseled her but acted as her "coach" instead. He advised to her to be able to accept criticism and noted that she became very defensive.

He described the work environment as open and friendly. No observation of hostile work environment and no observation of discriminatory behavior within the G-1 Section. One occasion that stood out was when she got passed for LtCol, she reached out to him and he reminded her about her bearing. He made a point to mention that the new G-1, "Col Price is not like me" (b)(6), "you gotta tighten the bearing."

Biggest flaws he observed in (b)(6) was poor bearing; on occasion poor military appearance (showing up to work and the stand-up meeting in sweats); and her unprofessional demeanor during certain stand up meetings in the G-1 shop. She would say things under her breathe expressing disagreement or she would roll her eyes or reveal blatant indifference with comments like "whatever."

(b)(6) mentioned that he spoke to Col Price about an award for (b)(6) and Colonel Price said "no." (b)(6) took it upon himself to write (b)(6) up for a Navy Commendation after Colonel Price departed MARFORRES. When I asked why he submitted her for a Navy Comm over a Meritorious Service Medal, (b)(6) specifically stated that (b)(6) performance was not commensurate with a Meritorious Service Medal.

Regarding (b)(6) performance, (b)(6) commented that it took more time for her to achieve certain goals and he commented on her attitude as the contributing factor. It took her over a year to accomplish the postal contract. The biggest issue relative to her performance was her handling of the funeral honors contract with Camp Pendleton. The guidance to her was to minimize the amount of funeral details on the west coast, specifically in the vicinity of Camp Pendleton. The base was willing to negotiate an increase to the number of funeral details the active component could do to alleviate the Reserve units in the area. Unfortunately, the result of this

ENCLOSURE 6

dialogue was less than desirable for the Reserve units with only two months of respite out of the year.

The feedback (b)(6) received from this meeting was (b)(6) abrasive attitude contributing to an uncooperative atmosphere with the base personnel. About eight different Inspector and Instructors signed an agreement with the base that resulted in the preponderance of the funerals remaining with the Reserve Units, offering little respite to the Reserve Component.

Prior to submitting the award to HQBN he asked (b)(6) about (b)(6) award and he was agreeable.

The award processing system voting page (enclosure 4) reveals concurrence for a Navy Commendation Medal with one comment downgrading it to Navy Achievement medal by the HQBN XO, (b)(6)

(b)(6)

(b)(6) checked into MFR G-1 in January 2018 as the new Adjutant Chief under (b)(6)

First impressions of MFR G-1 section was a typical G-1 atmosphere. Col Price made time to listen; ran a tight ship; and often dealt directly with the officers. He established section breakfast sessions to discuss things going on personally and professionally outside of the building. (b)(6) was the only uniform deputy so she dealt directly with (b)(6) had an open door policy and also took the time to listen. Aside from stressors of day to day operations (i.e. funerals, flash reports, requests for information from the Commander, MARFORRES) there was nothing negative in the section.

She received her initial counseling within two months of checking in and began to note certain tension between (b)(6) and Col Price.

(b)(6) characterized (b)(6) as an assertive individual to the point of being disrespectful; having no tact; and unprofessional in front of enlisted Marines and staff. She stated that (b)(6) would show up late to the G-1 morning stand-up meetings in civilian attire or PT attire.

(b)(6) stated that everyone would experience her frustration as she often vented out loud, using profanity and negative comments about the work environment. ("Welcome to Hell")

There was no observation of negative or discriminatory behavior and no observation of a hostile work environment until initiated by some of (b)(6) attitude in public.

(b)(6) highlighted that (b)(6) appeared to have an attitude; a chip on her shoulder; a sense that everyone was out to get her. (b)(6) went further to reveal that (b)(6) was the source of a hostile work environment.

Despite receiving a formal counseling from (b)(6) stated that (b)(6) knew her job; she cared about her job; and that she had a solid work ethic.

I asked her if she thought (b)(6) rated an award above a Navy Commendation Medal. She replied, "for all the work she did for three hurricanes (Irma, Maria, and Harvey); the suicides (not clear what this was referring to); CACO training Support; the IG and MCAAT...Absolutely." She went further to comment that not all of this data was mentioned in her NC summary of action.

(b)(6) confirmed names and dates of the previous MFR Adjutants

ENCLOSURE 7

(b)(6) MFR Adjutant 9/2013 - 6/2015 received NAM (NC  
downgraded as a NA - Time at MLG from Aug 2012 not included)

(b)(6) MFR Adjutant 6/2015 - 5/2016 received MSM  
(award covers her entire tour at MFR which includes FHG and MFR G-1)

(b)(6)

(b)(6) checked in to MARFORRES G-1 on 15 August 2017 as the IMA Program Manager and in June 2019 he turned over with (b)(6) as Force Adjutant.

When asked about his impressions of Colonel Price and (b)(6) as the G-1 leadership, (b)(6) stated that "Col Price was extremely hard working and professional. He was one of the most intelligent leaders I have worked for and was always looking for ways to improve productivity." (b)(6) stated that (b)(6) was also very hard working and was good about further explaining the intent and purpose of projects."

When asked about his engagement with Colonel Price and (b)(6) (b)(6) stated, "I was indirectly engaged with them for a majority of my work as the Individual Mobilization Augmentee (IMA) Operational Group Manager. I worked under the Manpower section of the G-1 and went mostly through the section OIC. I would directly engage for special projects, on Temporary Additional Duty, or for issues pertaining directly to the IMA program."

When asked if there was any conflict or tension with Col Price or (b)(6) (b)(6) stated, "I personally did not experience any conflict or tension with Col Price or (b)(6) "

(b)(6) had about 30 days of interaction with (b)(6) for turnover to Force Adjutant section. He stated that she demonstrated a disgruntled attitude and that she was frustrated about being an Adj at MFR. (b)(6) said that on top of your normal duties that you will also spend a lot of time on random taskers. Lastly, (b)(6) recalled (b)(6) warning him about (b)(6) that "he has to watch-out for her and that she was underperformer."

(b)(6) stated that (b)(6) "would circumvent her own Gunny and go directly to the junior Marines." (b)(6) also commented that that (b)(6) had a maternal instinct toward her junior Marines; but ostracized her SNCO."

(b)(6) stated that "from all the issues (b)(6) said she had in the job, I am currently not experiencing any of that at all. Also, that (b)(6) is performing above average according to his experience."

(b)(6) stated that (b)(5) was upset leaving the job. She did not like the award she was given to the point of requesting that it not be read aloud at her going away.

In (b)(6) turnover experience inside of 30 days he noted that (b)(6) had an abrasive personality which contributed to the tension and communication issues she had with certain people. He

ENCLOSURE

8

comments that she was not customer service oriented and described her circumstance "like a lot self-inflicted gun shoot wound."

(b)(6) confirmed the following information regarding the previous Force Adjutants at MARFORRES.

Name: (b)(6)  
Date: August 2013 - June 2015  
Award: NA AUG 2013 - JUNE 2015

Name: (b)(6)  
Date: May 2015 - May 2016  
Award: MSM covers both time as the MFR Adjutant and also time as FHG G-1 (MAY 2015 - JUNE 2018)

Name: (b)(6)  
Date: May 2019 - July 2019  
Award NC (MAY 2019 - JULY 2019)

(b)(6)

USMC iAPS CASE ID # 976792

|  |  |  |  |                           |
|--|--|--|--|---------------------------|
| <b>PERSONAL AWARD RECOMMENDATION</b>   |  | <b>CASE ID:</b><br>976792  | <b>PRIVACY ACT STATEMENT</b><br>The Privacy Act Statement for information on this form is contained in NAVMC Form 11000, Privacy Act Statement for Marine Corps Personnel and Pay Records. |                           |
| <b>FROM: (Title and Address)</b><br>COMMANDING OFFICER<br>HQB N MARFORRES<br>2000 OPELOUSAS AVENUE<br>NEW ORLEANS, LA 70114-1500   |  | <b>TO: (Awarding Authority)</b><br>Commanding Officer, HQBN MARFORRES (R/U)  |  |                           |
|  |  | <b>14. EXP. OF ACTIVE DUTY:</b>  | <b>IF RETIREMENT, NUMBER OF YEARS:</b>   |                           |
| <b>1. SOCIAL SECURITY #:</b>   | <b>2. DESIG/NEC/MOS:</b><br>0102   | <b>15. EST. DETACHMENT DATE:</b> 11/12/2015<br><input type="checkbox"/> Retirement <input type="checkbox"/> Terminal Leave<br><input checked="" type="checkbox"/> Transfer <input type="checkbox"/> Impact Award |  |                           |
| <b>3. NAME (Last, first, MI):</b><br>(b)(6)  | <b>4. COMPONENT (USN, USMC, etc.):</b><br>USMC   | <b>16. NEW DUTY STATION (Home address if separation anticipated):</b><br>MANPOWER AND RESERVE AFFAIRS DEPT<br>3280 RUSSELL RD<br>QUANTICO VA<br>22134 5103   |  |                           |
| <b>5. GRADE/RANK:</b><br>CAPT  | <b>17. UNIT AT TIME OF ACTION/SERVICE:</b><br>MARFORRES (R/U)  | <b>18. DUTY ASSIGNMENT:</b><br>Force Adjutant  |  |                           |
| <b>6. WARFARE DESIGNATOR (Navy Only):</b>  | <b>7. RUC:</b><br>00000  | <b>19. PREVIOUS PERSONAL DECORATIONS AND PERIOD RECOGNIZED:</b><br>NA - 05/01/2012   |  |                           |
| <b>8. RECOMMENDED AWARD:</b><br>NA - NAVY AND MC ACHIEVEMENT   | <b>9. SPECIFIC ACHIEVEMENT:</b><br><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |  |  |                           |
| <b>10. TYPE:</b><br><input type="checkbox"/> Heroic <input type="checkbox"/> Heroic Posthumous <input type="checkbox"/> MIA<br><input checked="" type="checkbox"/> Meritorious <input type="checkbox"/> Meritorious Posthumous |  |  |  |                           |
| <b>11. NUMBER OF AWARD OF RECOMMENDED MEDAL:</b><br>2  |  | <b>20. PERSONAL AWARDS RECOMMENDED-NOT YET APPROVED:</b><br>N/A  |  |                           |
| <b>12. ACTION DATE/MERITORIOUS PERIOD:</b><br>08/27/2013 - 06/22/2015  |  | <b>21. OTHER PERSONNEL BEING RECOMMENDED FOR SAME ACTION:</b>  |  |                           |
| <b>13. GEOGRAPHIC AREA OF ACTION/SERVICE:</b><br>CONUS   |  |  |  |                           |
| <b>22. I certify that the facts contained in the summary of action are</b> <input checked="" type="checkbox"/> known to me <input type="checkbox"/> a matter of record   |  |  |  |                           |
| <b>NAME, GRADE, TITLE OF ORIGINATOR</b><br>(b)(6)<br>AC/S G1   |  | <b>SIGNATURE</b><br>(b)(6)<br>AC/S G1  |  | <b>DATE</b><br>10/16/2015 |
| <b>23. FORWARDING ENDORSEMENTS BY VIA ADDRESSEE(S)</b>   |  |  |  |                           |
| <b>VIA COMMAND</b>   | <b>RECOMMENDED AWARD</b>   | <b>COMBAT "V"</b>  | <b>SIGNATURE &amp; GRADE</b>   | <b>DATE FWD</b>           |
| <b>24. TO BE COMPLETED BY AWARDING AUTHORITY</b>   |  |  |  |                           |
| <b>DISPOSITION OF BASIC RECOMMENDATION</b>   | <b>COMBAT "V"</b>  | <b>EXTRAORDINARY HEROISM</b>   | <b>SIGNATURE, GRADE, TITLE</b>   | <b>DATE APPROVED</b>      |
| NA - NAVY AND MC ACHIEVEMENT   | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No                                    | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  | (b)(6)<br>COL/Commanding Officer, HQBN   | 12/15/2015 13:09:48       |

ENCLOSURE 9



**Citation****NA approved as NA on 12/15/2015 13:09:48**

PROFESSIONAL ACHIEVEMENT IN THE SUPERIOR PERFORMANCE OF HIS DUTIES WHILE SERVING AS THE ADJUTANT FOR MARINE FORCES RESERVE FROM AUGUST 2013 TO JUNE 2015. DURING THIS PERIOD,

(b)(6) CONSISTENTLY PERFORMED HIS DUTIES IN AN EXEMPLARY AND HIGHLY PROFESSIONAL MANNER. WHILE TAKING ON A MYRIAD OF COLLATERAL DUTIES SUCH AS BUDGET MANAGER, FORCE FUNERAL HONORS COORDINATOR, AND FORCE POSTAL MANAGER HIS EXCEPTIONAL ATTENTION TO DETAIL, ACUMEN, AND IMPRESSIVE COMMUNICATION SKILLS WERE VITAL TO THE DAILY ADMINISTRATIVE SUCCESSES OF THE 160 UNITS THAT COMPRISE MARINE FORCES RESERVE. WORKING WITH REDUCED MANPOWER, (b)(6) PEARHEADED THE EFFORT TO

STREAMLINE THE MANAGEMENT OF FUNERAL HONORS DRILLS, WHICH RESULTED IN A SAVINGS OF APPROXIMATELY 900,000 DOLLARS IN SUPPORT OF MILITARY FUNERAL HONORS. ADDITIONALLY,

(b)(6) WAS INSTRUMENTAL IN MANAGING A MULTI-MILLION DOLLAR OPERATIONS AND MANAGEMENT BUDGET THAT SUPPORTED CIVILIAN TRAINING, TRAVEL, AND POSTAL SUPPORT.

(b)(6) EXCEPTIONAL PROFESSIONAL ABILITY, INITIATIVE AND TOTAL DEVOTION TO DUTY REFLECTED CREDIT UPON HIM AND WERE IN KEEPING WITH THE HIGHEST TRADITIONS OF THE MARINE CORPS AND THE UNITED STATES NAVAL SERVICE.

**Summary of Action**

(b)(6) is enthusiastically recommended for the Navy and Marine Corps Achievement Medal for meritorious professional achievement while serving as the Force Adjutant for Marine Forces Reserve, New Orleans, Louisiana from 27 August 2013 through 22 June 2015. Throughout this period, he distinguished himself through a commitment to excellence and strong desire to accomplish the mission.

Marine Forces Reserve is a unique command that supports Selected Marine Corps Reserve units, Individual Mobilization Augmentee units, and Individual Ready Reserve personnel dispersed geographically across the continental United States, Alaska, Hawaii, and Puerto Rico. As the front-runner for supporting military funeral honors for the entire Marine Corps and as the Contract Manager for Postal services across the Force, (b)(6) was an integral asset in assuring these critical areas were supported, trained, and organized to support the unique needs specific to Reserve organizations. In addition to those critical programs, (b)(6) led and managed a section that delivered exceptional administrative support to the principal staff sections, and five Major Subordinate Commands working out of the Marine Forces Support Facility in New Orleans, Louisiana.

As the Force Funeral Honors Coordinator and Casualty Assistance Officer, (b)(6) re-structured and re-organized the Force Funeral Honors Program to maximize efficiency and accountability. Marine Forces Reserve conducts a majority of the funeral honors and Casualty Assistance Calls for the Marine Corps. Accordingly, oversight of over 5,000 Funeral Honors Drills and a 3.6 million dollar Funeral - Active Duty for Operational Support Budget was essential to the effective and timely delivery of Military Funeral Honors. As a result, he created a Funeral Honors Drills Program that created open lines of communication and allowed units to submit requests directly to the Force Adjutant Section, which resulted in decreased lag time for requesting and approving Funeral Honors Drills. Additionally, the Program increased oversight and quality assurance in the appropriate use of Funeral Honors Drills and established guidance for the Inspector-Instructor units to effectively accomplish their mission. (b)(6) management of the Funeral Honors Drills also resulted in a savings in excess of 900,000 dollars to the Force by ensuring that the drills that were allocated were in direct support of Funeral Honors. His oversight and strong sense of mission accomplishment reinforced an incredibly important program that directly impacts community relations and the face of the Marine Corps and were critical in ensuring that Marine Forces Reserve successfully completed over 17,000 funeral honors annually.

(b)(6) successfully managed a 290,000 dollar postal services contract for the entire Force, which was integral to facilitating mail and postal services for 160 Marine Forces Reserve Inspector-Instructor units located in remote locations or outside of major military installations. He worked diligently to track accountability of postal machines and served as the Contracting Officer Representative for the account. As a result of his diligence and attention to detail, Marine Forces Reserve was able to begin build accountability procedures for postal machines and ensure each unit had the resources and funding needed to conduct postal affairs.

As the Force Adjutant, (b)(6) effectively managed the complex Awards Program for the Force in an exceptional manner which included Special Category, personal, and unit awards. During his tour this Officer streamlined the Awards Program and re-wrote the policy on personal awards which resulted in a more comprehensive, detailed program for both Commanders and Inspector-Instructors.

(b)(6) efforts were critical in the management of the Force Directives Control Point Program. He managed and implemented an annual, comprehensive review of current Policies, Directives, and Orders in an effort to ensure Force guidance was relevant and prudent to supporting the administrative and operational missions down to the small unit level. As a result the Adjutant Section was able to give the Commander a better understanding of his Command's published guidance.

This Officer also served as an Operational Sponsor for Marine Forces Reserve two Individual Mobilization Augmentee Detachments. (b)(6) direct management was integral in the re-alignment of the Marine Corps Liaison Officers under the each Major Subordinate Command to continue working critical Navy Manpower issues and build lines of communication with Navy Reserve Component Commands and fill critical navy personnel gaps across the Force. As the Budget Officer for Marine Forces Reserve, G-1, and (b)(6) effectively managed a five million dollar budget, which included all military travel and temporary duty as well as Civilian Training for all personnel that work at Marine Forces Support Facility.

(b)(6) hard work, exceptional oversight, and direct leadership were integral to the success of the Adjutant section and Marine Forces Reserve G-1 during a period of high personnel turnover and through a consistently demanding operational tempo. His efforts and dedication to the mission makes him most deserving of the Navy and Marine Corps Achievement Medal.

**ENCLOSURE 9**

9

|  |  |  |  |                           |
|--|--|--|--|---------------------------|
| <b>PERSONAL AWARD RECOMMENDATION</b>   |  | <b>CASE ID:</b><br>1076374   | <b>PRIVACY ACT STATEMENT</b><br>The Privacy Act Statement for information on this form is contained in NAVMC Form 11000, Privacy Act Statement for Marine Corps Personnel and Pay Records. |                           |
| <b>FROM: (Title and Address)</b><br>Force Headquarters Group<br>2000 Opelousas Ave<br>New Orleans, LA 70114  |  | <b>TO: (Awarding Authority)</b><br>CG FHG CE FHG MARFORRES   |  |                           |
|  |  | <b>14. EXP. OF ACTIVE DUTY:</b>  | <b>IF RETIREMENT, NUMBER OF YEARS:</b>   |                           |
| <b>1. SOCIAL SECURITY #:</b>   | <b>2. DESIG/NEC/MOS:</b><br>0102   | <b>15. EST. DETACHMENT DATE:</b> 06/15/2018<br><input type="checkbox"/> Retirement <input type="checkbox"/> Terminal Leave<br><input checked="" type="checkbox"/> Transfer <input type="checkbox"/> Impact Award |  |                           |
| <b>3. NAME (Last,first,MI):</b><br>(b)(6)  | <b>4. COMPONENT (USN,USMC,etc.):</b><br>USMC   | <b>16. NEW DUTY STATION (Home address if separation anticipated):</b><br>TFSD  |  |                           |
| <b>5. GRADE/RANK:</b><br>LTCOL   | <b>17. UNIT AT TIME OF ACTION/SERVICE:</b><br>CE FHG MARFORRES   | <b>18. DUTY ASSIGNMENT:</b><br>AC/S G-1  |  |                           |
| <b>6. WARFARE DESIGNATOR (Navy Only):</b>  | <b>7. RUC:</b><br>20016  | <b>19. PREVIOUS PERSONAL DECORATIONS AND PERIOD RECOGNIZED:</b>  |  |                           |
| <b>8. RECOMMENDED AWARD:</b><br>MM - MERITORIOUS SERVICE MEDAL   | <b>9. SPECIFIC ACHIEVEMENT:</b><br><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No | NC - 06/11/2014    NC - 07/31/2011    NA - 10/06/2009<br>NA - 08/10/2007    NA - 04/04/2006    NA - 04/05/2004   |  |                           |
| <b>10. TYPE:</b><br><input type="checkbox"/> Heroic <input type="checkbox"/> Heroic Posthumous <input type="checkbox"/> MIA<br><input checked="" type="checkbox"/> Meritorious <input type="checkbox"/> Meritorious Posthumous |  |  |  |                           |
| <b>11. NUMBER OF AWARD OF RECOMMENDED MEDAL:</b><br>1  |  | <b>20. PERSONAL AWARDS RECOMMENDED-NOT YET APPROVED:</b>   |  |                           |
| <b>12. ACTION DATE/MERITORIOUS PERIOD:</b><br>05/15/2015 - 06/15/2018  |  | <b>21. OTHER PERSONNEL BEING RECOMMENDED FOR SAME ACTION:</b>  |  |                           |
| <b>13. GEOGRAPHIC AREA OF ACTION/SERVICE:</b><br>CONUS   |  |  |  |                           |
| <b>22. I certify that the facts contained in the summary of action are</b> <input checked="" type="checkbox"/> known to me <input type="checkbox"/> a matter of record   |  |  |  |                           |
| <b>NAME, GRADE, TITLE OF ORIGINATOR</b><br>(b)(6)  |  | <b>SIGNATURE</b><br>(b)(6)   |  | <b>DATE</b><br>05/23/2018 |
| <b>23. FORWARDING ENDORSEMENTS BY VIA ADDRESSEE(S).</b>  |  |  |  |                           |
| <b>VIA COMMAND</b>   | <b>RECOMMENDED AWARD</b>   | <b>COMBAT "V"</b>  | <b>SIGNATURE &amp; GRADE</b>   | <b>DATE FWD</b>           |
| <b>24. TO BE COMPLETED BY AWARDING AUTHORITY</b>   |  |  |  |                           |
| <b>DISPOSITION OF BASIC RECOMMENDATION</b>   | <b>COMBAT "V"</b>  | <b>EXTRAORDINARY HEROISM</b>   | <b>SIGNATURE, GRADE, TITLE</b>   | <b>DATE APPROVED</b>      |
| MM - MERITORIOUS SERVICE MEDAL   | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No                                    | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  | (b)(6)<br><br>For<br>Michael F Fahey III<br>BGEN, CG, FHG  | 06/12/2018 17:47:36       |

ENCLOSURE 10

**Citation****MM approved as MM on 06/12/2018 17:47:36**

For outstanding meritorious achievement while serving as Adjutant Marine Forces Reserve and Assistant Chief of Staff G-1, Force Headquarters Group, Marine Forces Reserve from May 2015 to June 2018. During this period (b)(6)

(b)(6) performed her duties in an exemplary and highly professional manner. As the Marine Forces Reserve Adjutant, she personally spearheaded the revision of over 100 Force Directives, implemented a 500,000 dollar Postal contract, and expertly managed a 3.6 million dollar Funeral Honors budget. She effectively streamlined and decentralized the funding validation requirements for Funeral Honors Active Duty Operational Support, which greatly facilitated the Major Subordinate Commands' abilities to achieve their assigned missions. As Assistant Chief of Staff G-1, Force Headquarters Group, she served as the primary advisor to the Commanding General and Command Element in all aspects of administrative readiness. Under her steadfast leadership, her section provided sustained superior administrative support to 13 Major Subordinate Elements. With a laser focus on improving individual and unit readiness through pro-active administration and engaged rapport, she was the catalyst enabling the successful deployment of thousands of Marines and Sailors in support of dozens of service and component level operations and exercises. Her professionalism, tenacity, and 'Fight Tonight' mentality demonstrably increased combat readiness across the Group and the Force as a whole. (b)(6)

(b)(6) exceptional professional ability, initiative, and total devotion to duty reflected great credit upon her and were in keeping with the highest traditions of the Marine Corps and the United States Naval Service.

**Summary of Action**

For outstanding meritorious achievement while serving as G-1 Adjutant Marine Forces Reserve and Assistant Chief of Staff, G-1, Force Headquarters Group from May 2015 to June 2018. During this period, (b)(6) performed her duties in an exemplary and highly professional manner. Her professionalism, tenacity, and dedication to duty demonstrably increased combat readiness across Force Headquarters Group. Marine Forces Reserve G-1 Adjutant (May 2015 to May 2016)

As a key member of the Marine Forces Reserve G-1 staff, (b)(6) was an integral part of two important functional areas affecting the entire Force. As Marine Forces Reserve G-1 Adjutant, (b)(6) conducted a comprehensive Force Directives review resulting in the revision and reorganization of over 100 Marine Forces Reserve Directives. As Force Postal Officer, she implemented a \$500,000 Postal Contract, substantially improving current processes and further streamlining support to 130 reserve sites across the continental United States. In line with these improvements, she facilitated the alignment of reserve units with installation and base postal support entities, significantly reducing contracting requirements needed to execute postal functions.

(b)(6) expertly managed a \$3.6 million dollar Funeral Honors budget directly supporting the successful execution of over 19,000 military Funeral Honors. She further refined the Funeral Honors program and initiated quality assurance/quality control measures to capture quantifiable data to conduct a dimensional analysis of needs and challenges associated with timely and effective execution of funeral honors. Lastly, (b)(6) served as the Operational Sponsor for the Marine Forces Reserve, Marine Corps Liaison Officer, Individual Mobilization Augmentee Detachment, supervising and managing the administrative needs of all Detachment personnel.

Assistant Chief of Staff, G-1, Force Headquarters Group, Marine Forces Reserve (May 2016 to June 2018)

As a key member of the Force Headquarters Group staff, (b)(6) served in a critical role as the Assistant Chief of Staff, G-1, for a Group comprising over 4,200 Marines and Sailors geographically dispersed across 29 sites across the United States. In that role, she skillfully managed general, operational, manpower, and personnel administration for 69 supported RUCs, while providing daily leadership and expert guidance to 26 Inspector-Instructors and Commanders, the Command Element staff, and the Commanding General.

Without an intervening supervisory layer between the Group Headquarters and the subordinate units, the demands on the Group G-1 are exceptionally broad and intense. With an exceptionally high operational tempo, (b)(6) assumed her duties at a time of significant turn-over and staff shortage in the G-1. Undeterred, she dedicated herself to her position, her staff, and the supported units. Her 'customer service' attitude was infectious. She invariably set out to identify process and procedural deficiencies and correct them. She searched for any way possible to improve administrative efficiencies, and immediately did so.

Through her superb leadership and guidance, she empowered her entire staff to better serve and respond to the needs of the supported units. She instilled confidence, cohesion, and improved morale across her staff; all of which directly improved readiness across the Group. She meticulously developed her staff to carry out their mission in an enthusiastic, proactive, proficient and eager manner. She facilitated smooth staff functioning and collaboration between the Force Headquarters Group and external Marine Forces Reserve staff, other Major Subordinate Command staffs including all Headquarters Marine Corps departments, and staffs servicing other Marine Forces, major subordinate commands and all Force units. She coordinated and developed strong relationships and lines of communication with the Marine Forces Reserve G-1 Operations Section, enabling her to anticipate and correct gaps in advance of Group personnel activations in support of world-wide Service and Joint level exercises and operations.

As the youngest and still maturing command within Marine Forces Reserve, Force Headquarters Group constantly required structural and manpower adjustments in order to operate more efficiently and effectively. Through personnel structure change requests and detailed coordination with higher headquarters, (b)(6) shaped and refined the personnel structure of the Command Element and subordinate units, resulting in increased performance and mission effectiveness. (b)(6) was also instrumental in providing recommendations and assessing proposed manpower changes for the Force 2025 restructuring.

(b)(6) was the undisputed authority for administrative challenges of any kind or sort, many of which required guidance and input from higher headquarters. She proved to be essential conduit between the Group's subordinate units and Marine Forces Reserve enabling her to anticipate, identify, and rectify administrative issues often before the issues manifested into more serious problems. (b)(6) was exceptionally effective at establishing relationships with the Marine Forces Reserve to facilitate needed administrative assistance for the Group's subordinate units. Through her pro-active actions, she resolved over 600 administrative discrepancies and managed the timely and successful activation of thousands of active and reserve component Marines in support of dozens of Service and Joint level exercises and operations across the globe.

(b)(6) effectively managed a number of important programs for the Group including pay, entitlements, mobilization, defense travel system, request mast, and the Government Travel Charge Card programs. As evidence of her administrative skill and acumen, she refined GTCC processes resulting in significantly reduced command element delinquencies and sustained reduction in subordinate element delinquencies below Department of Defense and Marine Forces Reserve guidelines.

(b)(6) was critical to ensuring successful drilling for the Group's reserve Command Element staff. Her dedicated support to her reserve counterparts was tireless. Often first to arrive and last to leave, she was meticulous in ensuring that the Marines were properly mustered, accounted for, and paid in a timely fashion. She was a personal and

(b)(6)

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professional mentor to all reserve staff and took it upon herself to assist any member of the reserve staff in any way possible.

(b)(6) consistently validated her reputation as a tenacious, motivated, and compassionate leader. Her tireless efforts built lasting relationships between the Group's subordinate units and higher headquarters. Her close coordination with Marine Forces Reserve G-1 and the subordinate units demonstrably improved processes, procedures and accountability for sourcing manpower and ensured completion of pre and post-deployment requirements for thousands of Marines supporting the highest operational tempo in Marine Forces Reserve -- with over 46 high visibility CONUS and OCONUS exercises and COCOM events. Her grounded leadership resulted in the complete integration between the reserve and active duty staff, increasing support and responsiveness to the subordinate unit's administrative needs while also enhancing the professional development of the reserve staff. At all times, she ensured that the G-1 maintained a customer service attitude focused on the Command's priorities. Without question, (b)(6) efforts directly contributed to overall mission accomplishment and combat readiness for Force Headquarters Group.

(b)(6) enduring contributions to Force Headquarters Group are undoubtedly worthy of the special recognition afforded by the Meritorious Service Medal.



## *Commanding General Force Headquarters Group*

The President of the United States takes pleasure in presenting the  
MERITORIOUS SERVICE MEDAL to:

(b)(6)

UNITED STATES MARINE CORPS RESERVE

For service as set forth in the following

### CITATION:

For outstanding meritorious achievement while serving as Adjutant Marine Forces Reserve and Assistant Chief of Staff G-1, Force Headquarters Group, Marine Forces Reserve from May 2015 to June 2018. During this period, (b)(6) performed her duties in an exemplary and highly professional manner. As the Marine Forces Reserve Adjutant, she personally spearheaded the revision of over 100 Force Directives, implemented a 500,000 dollar Postal contract, and expertly managed a 3.6 million dollar Funeral Honors budget. She effectively streamlined and decentralized the funding validation requirements for Funeral Honors Active Duty Operational Support, which greatly facilitated the Major Subordinate Commands' abilities to achieve their assigned missions. As Assistant Chief of Staff G-1, Force Headquarters Group, she served as the primary advisor to the Commanding General and Command Element in all aspects of administrative readiness. Under her steadfast leadership, her section provided sustained superior administrative support to 13 Major Subordinate Elements. With a laser focus on improving individual and unit readiness through pro-active administration and engaged rapport, she was the catalyst enabling the successful deployment of thousands of Marines and Sailors in support of dozens of service and component level operations and exercises. Her professionalism, tenacity, and 'Fight Tonight' mentality demonstrably increased combat readiness across the Group and the Force as a whole.

(b)(6) exceptional professional ability, initiative, and total devotion to duty reflected great credit upon her and were in keeping with the highest traditions of the Marine Corps and the United States Naval Service.

For the President,

MICHAEL F. FAHEY III  
COMMANDING GENERAL,  
FORCE HEADQUARTERS GROUP

ENCLOSURE 10





# THE UNITED STATES OF AMERICA

THIS IS TO CERTIFY THAT  
THE PRESIDENT OF THE UNITED STATES OF AMERICA  
HAS AWARDED THE

## MERITORIOUS SERVICE MEDAL

(b)(6)

TO  
UNITED STATES MARINE CORPS RESERVE  
FOR

OUTSTANDING MERITORIOUS SERVICE FROM MAY 2015 TO JUNE 2018



GIVEN THIS 12TH DAY OF JUNE 2018

OPNAV 1502/13 NEW12-081

MICHAEL F. FARREY III  
BRIGADIER GENERAL, U.S. MARINE CORPS RESERVE  
COMMANDING GENERAL, FORCE HEADQUARTERS GROUP

(b)(6)

Checked in to MARFORRES G-1 in early July 2018 with Colonel Price and (b)(6) already in place as the G-1 leadership.

(b)(6) initial impressions of Colonel Price was that he was a very driven individual and holds his subordinates to high standards. He has a high level of expectation from his staff.

(b)(6) impression of (b)(6) "He carries the G-1's water." "He tried to serve as the shock absorber" for the staff." He holds himself to high standards. (b)(6) is a smart guy who made several attempts to act as a buffer between the G-1 and the staff.

(b)(6) characterized the work environment in the G-1 as "fast paced and Professional." "There was no rounding off... the rule was to be precise and create professional products."

When asked if any tension was observed in the work environment, (b)(6) (b)(6) stated that "there was no tension between the officers and enlisted; but that there was tension between (b)(6) and everyone else." He went further to say that (b)(6) spoke to the Colonel the same way she spoke to the Corporal." He said that "she was often abrasive."

(b)(6) used the term "bipolar" to describe two sides of (b)(6) (b)(6) that he observed. "She showed compassion to certain Marines on one day and then give others a tongue lashing, telling them exactly what she thinks." (b)(6) stated that he observed (b)(6) behavior on a daily basis. He also stated that (b)(6) would show up to the morning stand up meetings late and in PT Gear. Lastly, he stated that it never really got out of hand but she was the source of constant negativity.

When asked if he observed any discriminatory behavior in the G-1, (b)(6) commented "none whatsoever." The shop was very mission focused. However, he did comment on Colonel Price having a bias "toward performers versus non-performers." (b)(6) went on to comment that Colonel Price was such a perfectionist that he had little tolerance for non-performers.

NOTE: (b)(6) was the Force Adjutant at MARFORRES in summer 2003 to Jan 2006 as a Captain. He then transitioned to a GS-13-position in the MFR G-1 until Feb 2009, then joined the AR program and was stationed there as a Major from late 2009 to early 2010.

ENCLOSURE //



(b)(6)

(b)(6) checked into MARFORRES G-1 in October 2017.

What were your impressions of Colonel Price and (b)(6) as the G-1 leadership?

Col Price and (b)(6) did not seem approachable to me personally. They would walk pass me and would not acknowledge me even if I said hello.

This happened for almost 6 months. I had a couple of my junior Sailors that came to me in regards to the same thing.

What was your engagement with them as the MFR G-1?

As the Navy Manpower Senior Enlisted I had to engage with them daily on Navy manpower personnel issues.

Did you personally experience any conflict or tension with Col Price or (b)(6)

I did not personally experience conflict with either one of them that was significant enough to report. The only issue I could say, is the favoritism that both showed to certain individuals and would not acknowledge me when I reported onboard. I did take it personal but I did my job and did not let it affect me. My professional relationship with both of them improved after a while and the tension was gone.

(b)(6) Did attend the informal morning breakfast meetings hosted by Colonel Price but she did not contribute much because she felt this was focused more on the Marines vice Navy.

When asked about the engagement with (b)(6) stated that she had almost no engagement with (b)(6) but she observed (b)(6) being dismissed in certain meetings. On one occasion where she had to represent Navy equity to the new Commander of MFR, she noted that (b)(6) was not invited to attend that meeting despite other section heads being present.

No observation of collective hostile environment just from a personal standpoint.

ENCLOSURE 12

(b)(6)

When did you check into MARFORRES G-1? I checked into MARFORRES G-1 on 2 August 2018.

What were your impressions of Colonel Price and (b)(6) as your G-1 leadership?

My impressions of Colonel Price was that he is mission driven with very little sense of personal or military care unless directly woven into the mission. As a Senior Officer, you should want all your officers and senior SNCOs to feel that you are approachable and are concerned.

I have known (b)(6) for years. A couple years as a Col and now as a Civilian. My impression is some of the same but very approachable.

Did you personally experience any conflict or tension with Col Price or (b)(6) No conflict or tension.

When did you first meet (b)(6) When (b)(6) checked in the summer of 2018, as the manpower Chief working he was working in the section next to her.

What were your first impressions of the shop, (b)(6) (b)(6) stated it "was a typical G-1 shop, pretty open." One cannot talk about anything without anyone else hearing. He described the section as relaxed setting.

(b)(6) thought (b)(6) was vocal and very direct. First encounter was direct. His section was doing something he felt the Adj section should have been doing. When (b)(6) brought this to her attention, she told him NO in an abrasive manner and an elevated tone.

When asked if he observed any conflict or tension in the G-1 involving (b)(6), he said yes. Her personality is not something everyone can take. In meetings or in the office depending on who she was talking to... She answered questions in an abrasive manner. She is straightforward with an answer. She would say what most wouldn't say.

(b)(6) went further to say "But sometimes in a society one could get out casted for acting like that." She did not appear to be very popular in her peer group as a result of her direct nature and abrasive attitude.

When asked if he observed any discriminatory behavior in the G-1 involving (b)(6) he stated that "She did not get talked to like other officers in the section." He also said, "It appeared that she was treated fairly and differently at times. This is male driven

ENCLOSURE 13

branch that might have isolated her as a female coupled with her personality."

EXAMPLE: Message on who got passed/selected. It did not appear that she got the same level of attention that others may have received in the section.

She asked about the selection message; and when it was out she told him she was not on it. He gave her some encouraging words.

How would you characterize [redacted] in a nutshell? He enjoyed working with her. He came to understand her strong personality. He explained that after his first encounter with [redacted] he knew how to talk to her. Personally and professionally she knew her job and cared about her job.

(b)(6) [redacted] stated, "She was a department head but it seemed she wasn't equal to other department heads." He thinks this may have contributed to her thinking that her job not being as important. Personal interaction with her was positive. None of the enlisted Marines seemed to have an issue with her.

He didn't know if she got an award or not. It was not publicized. He would have liked an invite to the award ceremony, especially when a department head in his branch is leaving. From his observation he would recommend nothing less than a Navy Comm for a Force Adj.

(b)(6)

Checked into MARFORRES in May 2017 and began working for Colonel Price as the (b)(6) in May 2018.

Impressions of Colonel Price was that he was "firm and a go-getter." He said that Colonel Price wanted immediate results. Impressions of (b)(6) was that he was "fair, always driven to do the right thing."

When asked about the work environment under Colonel Price and (b)(6) (b)(6) said that is was "a mix." "Some enjoyed the environment some didn't." He stated that Colonel Price was a micro-manager; and that "he made some senior enlisted feel like they were not trusted" (the tone of this conversation was in reference to himself). The biggest issue (b)(6) had was the constant contact Colonel Price had with the section. "The Senior leader explained every little detail and daily progress was required."

When I asked if the environment was hostile in any way, (b)(6) said "Yes, in that there was added stress [put on by the G-1] and NO because it was everyday Marine Corps chaos."

When I asked about any discriminatory behavior in the section, (b)(6) (b)(6) responded, "Not with (b)(6) but yes with Colonel Price." (b)(6) felt as though Colonel Price did not place value on his opinion as his (b)(6). He went further to state, that "other (MSC) career planners' ideas were entertained by Colonel Price ahead of the (b)(6) "

[The circumstance was that the (b)(6) had made a decision against establishing a 'Career Planner of the Year award' for Regimental/Group Career Planners. (b)(6) stated that this type of recognition was not necessary at that level and as the force career planner he was in a position to make that call. The MSC career planners did not agree and Colonel Price sided with them and established the award program. This made (b)(6) feel like Colonel Price did not have his back.]

When asked about any other tension or conflict in the section, (b)(6) (b)(6) stated that he noticed the personality conflict between Colonel Price and (b)(6). He offered some insight on how interesting it was to see how Colonel Price treated (b)(6) for her behavior when there was another female that at times acted in similar fashion. (b)(6) (b)(6) was comparing (b)(6) with (b)(6). He stated that both were strong willed women that got the job done and would almost always tell you what they think. He thought it was interesting how (b)(6) (b)(6) bad language was acceptable but (b)(6) bad language was not acceptable and viewed as an attitude. He completed this comment with the racial difference between (b)(6) insinuating there was tolerance for the behavior of a white woman over that of a black woman.

ENCLOSURE 14

The interview concluded with (b)(6) revealing that Colonel Price did praise and complement the actions certain black senior enlisted Marines and specifically highlighted that (b)(6) went above and beyond" to ensure (b)(6) received an award.



(b)(6)

Checked into MARFORRES in August 2016 under (b)(6) as the G-1. Took over as the Director of the IPAC in January 2017 approximately 6 months prior to Colonel Price coming as the G-1. He stated that even though his section was not directly in the G-1 spaces that he spent approximately three to four days in the week if not more in the G-1 spaces on the 4<sup>th</sup> deck.

First Impressions of Colonel Price and (b)(6) as the MARFORRES G-1. Colonel Price was intelligent; high energy; and he had set goals with clear intentions. (b)(6) was introspective. He had the ability to capture the intent and 'cut the fodder' to drill down to what needed to get done." (b)(6) went on further to say that (b)(6) was a big help in dealing with different projects the G-1 was levying on the G-1 team."

(b)(6) revealed that working with the G-1 leadership was generally a positive experience leaving a favorable impression.

One negative comment toward the G-1 leadership was that they would take some of resources away (b)(6) as the IPAC Director to meet certain timelines for key initiatives. Another negative (b)(6) noted was that Colonel Price did not hold some people accountable when they needed to be (he was referring to (b)(6) in this instance). He noted that this was not a trend in the section just with one personality (again referring to (b)(6)). He went on further to say that "one could never get ahead of Colonel Price."

(b)(6) also noted that Colonel Price could be known as a disruptive force in the G-1 because he took the shop beyond certain boundaries under Lieutenant General McMillian. He never took his foot off the gas!

When asked about the work environment in the MARFORRES G-1 section, (b)(6) commented that the Marines felt supported even though "they were being worked"; that no one was consistently working late hours (except Colonel Price); that the g-1 initiatives (Implementation of BLAM/ RIDAC/ FAST TOOL) kept the team very busy, but it was a productive environment. He went on to say that he did not observe any hostility or discrimination in the MFR G-1.

Colonel Price establishment of the G-1 breakfasts every other Friday was a positive way to interact with all the G-1 entities. This was an opportunity to talk shop out of the office and then it was expanded to other MSC G-1s which ultimately contributed to relationship building among the admin community. There was constant open dialogue. Additionally, he would show up to the IPAC unannounced and talk to Marines. (b)(6) attended almost every breakfast session and noted that (b)(6) was not observed at many of these gatherings.

ENCLOSURE 15

He also made a point to reveal that he observed as a caring person to many of the Junior Marines in his shop.

(b)(6) did interact with (b)(6) on a monthly basis (approximately) or as required. When asked about his interaction with

(b)(6) he commented that "there was a way about her that was not very professional"; she appeared disgruntled, angry and she did not develop good working relationships with her peers; and that he witnessed her acting unprofessional in morning staff meetings. He mentioned that (b)(6) would sometimes question "why are we doing this?"

(b)(6) made a point to assert herself as a senior officer over (b)(6) which ultimately made it difficult for him to work with her. He mentioned that it was like pulling teeth to get any response or direct answer from her. He said she was not customer oriented.

(b)(6) spoke to Colonel Price and (b)(6) about it and they recommended that he keep it professional.

(b)(6) also made a point to recognize the fact that she also took time to help family members during some critical times in the section (referring to a number of suicides in the IPAC) and offered to babysit for some of the Marines in the section. She showed that she cared.

(b)(6)

checked into MARFORRES G-1 on March 2016.

When asked about his impressions of Colonel Price and (b)(6) as your G-1 leadership, (b)(6) stated that "both are outstanding leaders that prioritize mission over their personal interests."

When asked about personally experiencing any conflict or tension with Colonel Price or (b)(6) said "No. Whenever I disagreed with something, I would bring it up, we would talk it out and move on from there. Sometimes my recommendations were taken, other times they weren't, as it should be."

(b)(6) met (b)(6) in the summer of 2016. His initial impressions were positive.

In response to my question about experiencing any tensions or conflict with staff that involved (b)(6) he mentioned that they got along very well personally. If she didn't agree with something she would openly reveal disagreement or non-concurrence. She did this through expressions on her face and making subtle comments. He stated that this was seen as a daily occurrence especially during G-1 standup meetings. She revealed good knowledge of her job and did not like to be called out to justify to justify herself.

(b)(6) took it upon himself to talk to her about her attitude. He subtly brought her attitude to her attention. She would ask him to review her emails before she sent out certain traffic. He would advise her to be more tactful from time to time.

She would get frustrated with things she considered to be menial or with things that she knew the answer to but was asked to dig into regardless.

(b)(6) brought up the funeral honors circumstance between Colonel Price and (b)(6) as an example. This was consistent with Colonel Price and (b)(6) comments.

Did you observe anyone in the chain that may have displayed discriminatory behavior? (b)(6) did not observe such behavior and he noted that (b)(6) was not treated differently.

(b)(6) did note that (b)(6) was disgruntled when she left the command. She was not happy with the award she was given. She didn't think the amount of work she did was commensurate with the Navy Commendation medal she received.

(b)(6) thinks she should have received an award based on the totality of her work. He also stated that he can see a Navy Commendation Medal as an appropriate award (Navy Comm at a minimum).

ENCLOSURE 16

Did you observe any factors that would contribute a hostile work environment? (b)(6) stated that he did not observe this from the Colonel Price or (b)(6) but he did highlight that he observed hostility from (b)(6) It was not banter but sheer negativity.

(b)(6) felt that Colonel Price wanted to uncover every stone to ensure he would be able to answer every possible question to the topic at hand. Many times his tasks did not bear any fruit but at some points it yielded very positive results (EX: Navy giving MFR money to support UDP). (b)(6) commented that (b)(6) simply didn't get this about her immediate senior and it was a source of tension."

I asked why (b)(6) would take it so personal. (b)(6) stated "That's just her."

When (b)(6) got passed, she asked (b)(6) to look at her Master Brief Sheet. He said it was bad. She admitted to having a bit of an attitude and also admitted to this being a factor in her performance. She knew that she had to work on this to improve her performance.

(b)(6) in a nutshell? Hard worker, puts in the hours, knows her job, but in terms of tact and bearing she made herself stand out. She did not compose herself as an officer.

(b)(6) stated that (b)(6) does not have the insight to see how much she contributed to her own problems.

(b)(6) said that she doesn't care about the level of the award but noted that she felt stung with the fact that others got the same award she did doing less over lesser period of time.

(b)(6)

When did you check into MARFORRES as a Civ Employee?  
I was with MFR from 9/16/2007 through 8/17/2008 and then returned on 10/25/2009 as part of the regional contracting office. (b)(6) has been at MARFORRES since 2009.

(b)(6) had no interaction with Col Price or (b)(6) during her time at MARFORRES. She went further to highlight that she could not even pick them out of a crowd.

(b)(6) only engagement with MFR G-1 is the postal contract. Lack of oversight was the primary issue. The last few years the communication has not been very good on use and payment of postal supplies. (b)(6) primary connection to the G-1 was through her engagement with (b)(6) regarding the postal contract.

(b)(6) stated that (b)(6) was a tough cookie. When (b)(6) took over MARFORRES postal responsibilities she wanted to decentralize Postal management and responsibilities to the units vice here at MARFORRES.

(b)(6) also confirmed that (b)(6) exhausted some effort with the performance work statement for postal support. She rescrubbed the statement and "recompeted it" to make it digital compliant.

(b)(6) went further to comment on the fact that (b)(6) was not thrilled about managing this contract. (b)(6) noted several comments (b)(6) made alluding that this was not exactly her top priority. Regardless, (b)(6) applied significant effort on this initiative.

ENCLOSURE 17



(b)(6)

I checked in to MFR as a civilian employee 24Oct05

I cannot make an impression of Col Price and (b)(6) as the G-1 leadership, as I never worked for them in the G-1, or at any other Department/location throughout my career

As the Senior Reserve Personnel, Marine Corps (RPMC) Active Duty Operational Support (ADOS), my engagement with Col Price and (b)(6)

(b)(6) pertained to data calls, RFIs, Mobilizations, hurricane tracking, and a few working groups.

The only time there were conflicts were when the G1 would go directly to M&RA to request funding (Col Price and or (b)(6) without running the through the Comptroller Officer. When this would happen, I would notify my leadership, and let it be handled at the O6 level. There was never any personal conflict between myself and Col Price or (b)(6)

My relationship with (b)(6) is as follows:

(b)(6) served as the Adjutant for the MFR G1. She was the Funeral Honors Program Manager. I provided her annual funding ceiling and worked with (b)(6) to build an annual and quarterly spend plan for the Major Subordinate Commands (MSCs). My employee provided (b)(6)

(b)(6) a financial Status of Funds report periodically or as she requested them. (b)(6) and I worked together, and as she tracked execution we would adjust the spend plan accordingly. We maintained a positive working relationship.

When (b)(6) transferred from-MFR we reconnected on Facebook. Other than that we have had no personal relationship. We have not exchanged phone numbers, nor ever hung out together. I have not seen her since she transferred. All of our dealing have been within a working capacity.

ENCLOSURE 18

(b)(6)

Questions for (b)(6) were mainly focused on amplification of her statement.

What instance do you recall of being treated unfairly?

When she received her first fitrep from Col Price (20170706 to 20180630). She claims Col Price told her "I can't rate you like a Company Commander." The dialogue about her first report under Col Price made her feel like she was being compared to other Majors holding command billets. [This report was her third report at MFR and had a relative value of 83.66 at processing]

(b)(6) mentioned instances where she felt her comments were being dismissed. She highlighted an instance regarding a suggestion she made about funeral honors that was not actioned until the same idea was brought up by someone else.

Why do you object to receiving a Navy Commendation Medal? She said "it was not the award, it was more like a slap in the face." She felt insulted by the fact that she received a lesser award for the amount of work she did in her three years at MFR. She was comparing others that were in the section less time than her and receiving the higher award. She claims to have done more than her predecessors as a Force Adjutant.

I asked her to expand on the comment in her statement where she claims to have been told that regardless of all the work she did in her 3 years as the Force Adjutant...that she wasn't well liked determined the award she received.

Her sentiment in the statement derived from a comment in a conversation she had with (b)(6) about the award (it was not made clear when or why this conversation happened). He mentions her attitude and highlighted the fact that she pissed a lot of people off, alluding to this being the reason she got a Navy Commendation medal. She openly stated that (b)(6) was someone she never had any issues with but as a result of this comment she added his name to the EO complaint.

Did you experience any type of discriminatory behavior other than what you have identified in your complaint? She said "nothing was ever said that was discriminatory." She claimed the workplace was fine. Then she highlights (b)(6) comment about "pissing a lot of people off" and commented that "Col Price clearly treated other people differently than her." She substantiated that comment by stating that on her request for assistance, he offered to help her regarding her getting passed for LtCol but never did.

ENCLOSURE 19



At certain points during this interview (b)(6) deviated in her responses. It is worth highlighting that at two points in this interview (b)(6) acknowledged her attitude toward others as a problem and to ensure her emails were not taken the wrong way she would show them to a third party before sending the traffic.